

Humphreys University

Strategic Plan 2024-2029

During the 2019-2024 strategic planning cycle, the University was challenged. There were persistent and precipitous enrollment declines, resulting in heavy financial woes, and the slew of serious accreditation issues that followed, not to mention a global pandemic. As a reflection of those years, the 2019-2024 strategic planning cycle produced two distinct strategic plans with different authors, emphases, and enrollment goals. Though the University survived when some other small institutions did not, there is a clear sense that the University needed to position itself to emerge confidently from such challenging times. Despite the vulnerabilities in organizational structures and the sparsity of revenue, the University gamely plodded on.

The University was not idle during those difficult times; rather, it moved forward. Organizational structures began to mature. Graduate programs grew. The number of international students significantly increased. Ultimately, there was a balanced budget.

With that knowledge, the University is aware that the next strategic plan will need to reflect its ability to prepare itself better for exigent times. Difficulties have come and will come again. The University will be ready for the next time. Consequently, this strategic plan envisions an institution that is ready and capable of exercising control, remaining strong, and emerging confident through challenging times. Therefore, this plan pursues two strategies: reinforce and expand what has worked and cultivate new organizational structures and revenue streams.

The Strategic Planning Committee developed each tactic of this strategic plan through an analysis of quantitative and qualitative data it collected during its year-long study. Supporting documentation is presented in the following:

- The Data Behind the 2024-2029 Strategic Plan
- Expenses, Revenue, and Implementation of the 2024-2029 Strategic Plan

Though enrollment growth is a part of this strategic plan, it is not the primary focus. This is a stability and preparation plan. On the basis of its long history, it is clear that the University should enroll 550-650 students each fall term. With a modest increase from current enrollment, this level of enrollment and its tuition, along with rental income and modest fund raising, accompanied by historical spending patterns will ensure the financial viability of the University.

This strategic plan begins its journey on the heels of 2,261 (est.) duplicated students (565 avg. per term) enrolled in FY 23-24. The tactics of this plan are projected to add 168 students in FY 28-29. Combined with regular enrollment projected increases/decreases, the university expects to enroll 2,467 duplicated students in FY 28-29 (617 avg. per term), an increase of approximately 9% from FY 23-24.

There are three budget categories of student enrollment used to project tuition revenue: Graduate, International, and Undergraduate. This strategic plan intends to increase enrollments in Graduate and

Undergraduate programs. The International category, which has recently experienced substantial growth, is nonetheless positioned conservatively to maintain a projection of 150 students per term, which is less than the FY 23-24 average of 172 students. The strategic plan increase of 168 students by the end of the plan is expected to be divided as follows:

- Graduate: 42 (25% of the strategic increase)
- Undergraduate: 126 (75% of the strategic increase)

Consequently, by the end of the plan, the percentage of Graduate students stay flat at 43%; the percentage of International students will decrease from 30% to 24%; and the percentage of Undergraduate students will increase from 27% to 33%.

	FY 23-24		FY 28-29	
	Duplicated (4 Qtr)		Duplicated (4 Qtr)	
	Enrollment	Percent	Enrollment	Percent
Graduate	981	43%	1056	43%
International	690	30%	600	24%
Undergraduate	590	27%	811	33%
Total	2,261		2,467	

Accordingly, the expenses of this strategic plan are weighted on tactics that increase undergraduate enrollments, for example lowering the cost of an undergraduate education at Humphreys to attract more students pursuing bachelor degrees. By attaining the planned distribution of students, the university will be better balanced and, therefore, in a more stable position to face exigent times.

This strategic plan is pursued to meet the University’s updated mission that foresees greater accessibility in geographic, demographic, and economic terms.

Mission Statement

To prepare students for meaningful careers and professions through an accessible, guided, supportive, and high-quality educational experience and directed to the specific and changing needs of students from diverse ethnic, cultural, economic, and educational backgrounds.

Strategy 1: Reinforce and Expand Successful Practices

Through the previous planning cycle, Humphreys University engaged in a number of initiatives, many related to marketing, that proved to sustain the University and that continue to show promise in support of University efforts to strengthen its operations in the future. Additionally, a couple of areas of deficiency were noted that must be reinforced. The following tactics are targeted to receive further development, enhancement, and/or reinforcement to prepare the University to be ready for future challenges.

Tactic 1: Invest in the development of the Humphreys website to increase transfer student recruitment through a more personalized digital admissions experience and to clearly convey career options, educational costs, and to match specific needs of new students.

Tactic 2: Expand participation in calendared/scheduled events that target prospective students at community colleges, businesses, high schools, and community organizations.

Tactic 3: Form partnerships with external entities to build bridges to our educational pathways. Tactic

4: Expand program specific advertising efforts geographically throughout California and across the United States.

Tactic 5: Focus on branding HU careers and not programs.

Tactic 6: Increase video marketing on social media and Humphreys website.

Tactic 7: Improve data collection and tracking to improve evaluation of recruitment data and to drive marketing decisions.

Tactic 8: Increase student-centered outreach activities to promote community on and off campus.

Tactic 9: Engage with consulting services to provide market demand analysis.

Tactic 10: Update and maintain hardware and software on a consistent basis. Provide training and technical support to students, faculty, and staff. Hire more personnel in the technology department.

Tactic 11: Ensure that vacated full-time faculty and chair positions are filled in a timely manner, with department placement based on need and strategic considerations.

Strategy 2: Cultivate Structures and Revenue Streams

A cursory glance at previous strategic plans will show that the tactics below have been previously proffered in one form or another. In previous plans, however, the structures that would provide and sustain momentum were not developed. Having these structures in place will strengthen the University by providing the organizational framework to address emerging threats and to develop participatory decisions and solutions to guide operations during difficult times.

Tactic 1: Re-envision the Academic Review Committee as the Viability & Feasibility Committee (VFC) to carry out a continual data- and mission-driven review of programs and their viability and to use data to examine the feasibility of new programming. The VFC will help manage the Provost's budget for new program initiation.

Tactic 2: Initiate and empower an Enrollment Management function as part of the Executive Committee that is comprised of two standing subcommittees: the Tuition & Scholarship Funding Committee and the Student Success Committee.

- A. The Tuition & Scholarship Funding Committee will develop tactics toward the goal of making HU more affordable for students. Of immediate concern are:
 - a. Tuition Matching. Align HU UG tuition and fees with the UG tuition and fees of area CSUs, specifically CSU Stanislaus. Begin by freezing undergraduate tuition rate immediately (currently at \$410) and then lowering the rate proportionately each year of this plan until by the end of this plan, if not sooner, Humphreys UG tuition and fees are no more than CSU tuition and fees.
 - b. Develop website links to allow for donations from interested parties. Utilize Populi to track donors and funds.
 - c. Develop guidelines for deans and others to create discounts for specific types of students and for specific reasons (i.e., discounts to law students likely to pass the bar).
 - d. Organize, manage, and award current and future scholarships (such as the program scholarship via link donations mentioned above) and review and manage discounts to

special groups, such as ABLÉ employees and graduates. Scholarships and special discounts should be used to promote specific goals, such as enrollment and retention of students likely to graduate.

- e. Develop a policy and use facilities rent funds from outside groups, excluding ABLÉ, to fund an existing scholarship, such as the Rowena Walker Scholarship.
- B. Comprised of stakeholders from the academic, administrative, and student services sectors, the Student Success Committee will:
- a. Analyze retention/attrition data by program and ethnicity and data on the reasons students stop out.
 - b. Use data to develop and provide retention strategies, including communication strategies, to deans, chairs, and faculty.
 - c. Receive contact information of each year's graduates to build out an Alumni Outreach function by contacting graduates annually to update their contact information and to track their successes in education and work.

The members of the 2024-2029 Strategic Planning Committee:

- Cynthia Becerra, Dean of Undergraduate Studies, Liberal Studies Department Chair
- Erin Black, Student
- Jess Bonds, Provost, Dean of Graduate Studies
- Carrie Castillon, Director of Administrative Services
- Richard Chabot, Professor Community Studies
- Lisa Kooren, Dean of Institutional Research, Director of Modesto Campus
- Susan Lofthus, Member of the Board of Trustees, Co-Chair of Strategic Planning
- Zoey Merrill, Humphreys Drivon School of Law Alum, Adjunct Instructor, ABLÉ Board Member
- Linda Rahmoller, Professor, Coordinator of Hybrid & CPT Programs
- Matt Reynolds, Dean of Law School
- Donna Roberts, Associate Dean of Academic Administration, Professor
- Julie Walker, Admissions and Career Counselor, Modesto Campus, Co-Chair of Strategic Plan, Adjunct Professor Liberal Studies