

Hartwick College: Organizing Principle and Strategic Framework

Maximize Financial Performance

- Implement strategic budgeting
- Increase community participation in budget process
- Create incentives for cutting waste
- Monitor critical indicators and benchmark performance

Improve Student Experience and Satisfaction

- Increase graduation rate
- Maximize student satisfaction
- Align capital projects with student and learning needs

Maximize the Academic Program

- Fully implement assessment plan
- Fully integrate experiential learning programs
- Implement external review cycle across all programs
- Fully implement the new curriculum

Expand Our Financial Base

- Maximize annual revenue
- Comprehensive fundraising campaign
- Explore alternative sources of revenue

Maximize College Governance

- Board leadership and succession plan
- Develop a generative approach to governance
- Focus Board work on critical, cross-institutional issues
- Strengthen information flow and cooperation

Maximize Employee Performance

- Annual performance reviews
- Establish merit system linked to performance
- Improve longevity and celebrate it
- Focus on best practices
- Celebrate success

Improve College's Image and Reputation

- Clarify our brand
- Fulfill the promise
- Increase visibility
- Promote student success to all constituents
- Strengthen affinity with alumni

