

STRATEGIC PLAN 2013-2019

GOAL 1 – CREATE AN INNOVATIVE, INTERDISCIPLINARY CURRICULAR ENVIRONMENT

1.1 Review and continue to develop Academic Travel™ as the centerpiece of Franklin's international curriculum

Rationale: Academic Travel™, Franklin's signature program, belongs at the heart of its academic curriculum. No other program distinguishes Franklin and its alumni from competitors in Europe and the United States like Academic Travel™.

- Enhance the academic quality of academic travel by raising academic standards, and creating 3-credit travels on a permanent basis.
- Integrate travel credits into standard credit requirement for graduation.
- Emphasize the centrality of Academic Travel™ in all marketing strategies.

1.2 Implement innovative experiential learning initiatives as part of the curriculum

Rationale: Small liberal arts colleges and universities everywhere strive to implement curricular innovations consistent with effective forms of pedagogy that equip students to master the complexities of today's world. This includes creating and articulating professional pathways, increasing collaborative opportunities with other institutions, and increasing opportunities for internships in Switzerland and abroad.

- Increase internship opportunities through programs like the Tucker Family Fellows Global Internship program and the Borderless Student Alumni Forum (BSAF) program.
- Encourage students to participate in global exchange programs involving diverse campuses such as the GLAA's Global Studies initiative.
- Review current department structure to emphasize the connection between majors and professional pathways.

1.3 Develop and consolidate graduate studies

- Rationale: Graduate studies enrich the learning and research culture of a university. We have a commitment to interdisciplinary graduate education and expect to develop 1-2 more master's degrees over the next two years. New MA programs will build on synergies with the MS in International Management and on the development and strengthening of strategic partnerships and initiatives.
- Develop a second MA degree and consider additional graduate initiatives.

GOAL 2 – ENHANCE ACADEMIC QUALITY

2.1 Recruit and retain faculty members who excel at teaching and research

Rationale: The quality of any institution rests on the strength of its faculty. At Franklin, where research-informed teaching promotes excellence in an international classroom setting, the recruitment and retention of diverse and qualified faculty members is paramount.

- Foster an appropriate balance of teaching and research in the academic environment
- Implement a 360-degree performance review that incorporates best practices in the profession
- Work towards increasingly competitive compensation

2.2 Promote faculty research

Rationale: Having successfully introduced a research culture at Franklin College in response to the 2005 Strategic Plan, we are now entering a second phase in which research activities need to be sustained by the institution and embedded into our structure.

- Promote opportunities and funding for research and sabbatical leave.
- Consider a research institute with an interdisciplinary, inclusive focus.
- Create visiting professorships to enhance and diversify the curriculum
- Initiate international workshops and conferences for students and professors.
- Establish collaborations with scholars at other Swiss, European and US American universities.
- Pursue grant support for research.

2.3 Increase the rigor of academic programs and improve student performance

Rationale: The university should strive to deliver up-to-date disciplinary findings through the most effective and innovative teaching methodologies.

We will work to provide opportunities to faculty members and students for continued growth in their teaching and learning strategies.

- Expand the international content of curricula throughout the institution.
- Create rubrics for standards of international content across the curriculum.
- Hold workshops for faculty to create and disseminate information on teaching methodologies and new technologies.
- Review and reform the current curriculum to ensure excellence, innovation and internationalism through rigorous program evaluation.

GOAL 3 – STRENGTHEN THE INSTITUTION’S ABILITY TO OPERATE EFFICIENTLY AND COMPETITIVELY

3.1 Increase student enrollment

Rationale: Universities around the world have suffered from the effects of the 2008 financial crisis and from demographic changes leading to decreased enrollments. For FUS to thrive, enrollment numbers need to increase.

- Increase undergraduate enrollment to 500 FTEs.
- Develop new programs attracting a wider range of students, including pre-university/foundation programs and summer schools.
- Increase the number of enrollment-oriented partnerships with schools and other universities (see also 5.2).
- Streamline and improve recruitment and admissions systems and practices, focusing in particular on information systems support.
- Increase the number of endowed scholarships.

3.2 Diversify sources of income

Rationale: Franklin relies significantly on tuition for its operating budget each year. This provides limited room to continuously enhance academic programs and activities. Small variations in student enrollment and currency exchange rates can have a significant impact on annual budgets.

- Increase gift and grant income and diversify their sources, focusing in particular on a capital campaign and further development of the annual fund.
- Increase corporate sponsorship and partnership opportunities that will support the university’s mission.
- Make effective use of infrastructure and facilities to generate additional revenue for the institution.

3.3 Increase operational efficiency and effectiveness through strategic investment and business process redesign

Rationale: Much can be achieved through operational savings balanced by strategic investments in key 'enabling' areas. We will pursue operational savings through business-process redesign and sound financial/budget management, and invest in performance enablers such as staff development and information technology.

- Provide prudent management of resources and follow sound fiscal standards, including the introduction of zero-based and 5-year budgeting, and a rolling review of expenditure to identify and effect operational savings.
- Develop and implement a well-funded, comprehensive campus-wide IT strategy.
- Strategically invest in professional development to improve job performance and employee satisfaction.

3.4 Establish and implement an integrated marketing and communications plan aimed at raising the University's visibility and increasing its competitiveness at global level

Rationale: Franklin has something distinctive to offer – a very personalized, internationally-oriented educational experience in an extremely conducive setting and location. As competition in the international education market increases, the value of a Franklin education must be articulated and communicated as clearly and widely as possible. The renaming of the institution to Franklin University Switzerland offers a unique opportunity to do so in conjunction with the redevelopment and re-launch of the institution's brand.

- Restructure and resource the Marketing and Communications function of the university.
- Streamline marketing and communications systems, practices and planning to better support the institution's strategic goals.
- Initiate a rebranding effort aimed at repositioning Franklin in the global higher education market.

GOAL 4 – SUPPORT AND SUSTAIN STUDENT DEVELOPMENT AND QUALITY OF LIFE

4.1 Increase student involvement with the local community

Rationale: Cross-cultural and intercultural interactions and experiences are key components of the holistic development of students, as stated in

Franklin's institutional learning outcomes, in an environment which is fundamentally international.

- Continue to support existing programs that include volunteer help, homestays, odd jobs, language mentors, etc. that promote and enable students to connect with the local community.
- Reassess the off-campus housing policy to offer more opportunities for students to live in the local community.
- Encourage co-curricular programming that involves the local community and/or exposes students to more local experiences.

4.2 Review and expand career services and professional development programs

Rationale: Career Services, as a vital component of the University, should provide students with skills and resources for career exploration and preparation through a broad range of developmental programs and opportunities, including alumni networking.

- Improve and expand one-on-one consultation to students who are looking for assistance with their career options during and after graduation.
- Expand the Leadership and Career Development program to include all undergraduate and graduate students.
- Expand career-focused programs with alumni, parents and professionals in the community and abroad.
- Implement Career Service programs to enhance Junior and Senior Year pathway programs.

4.3 Develop strong internship programs

Rationale: In order for FUS students to be competitive in the global employment market, opportunities to enhance and enrich their professional experience are needed through internships, paid, unpaid and for credit.

- Develop and expand programs such as the Tucker Internship Fellowships and seek more donations of this type through the Office of Advancement (see 1.2).
- Fully investigate the legal implications of local (Swiss) internships as well as worldwide so as to improve counseling and advising through Career Services.
- Identify more suitable internship opportunities for FUS students.
- Promote the option to take the INT 498 Internship course for credit more widely.
- Strengthen internship requirements and opportunities at the graduate level.

GOAL 5 – ENHANCE FRANKLIN AS A FULLY INTERNATIONAL COMMUNITY

5.1 Increase non-US enrollment

Rationale: The global educational experience our students receive should continue to reflect more cultures, integrating perspectives especially from regions of growing importance in today's world. This balance should also include domestic students who have grown up in Switzerland and who can contribute to and benefit from the Franklin experience. We shall strive to find ways to provide greater access to a Franklin education by pursuing more targeted recruitment and by opening up our campus to our community - ultimately aiming for a 50/50 balance between US and non-US students.

- Research and focus recruitment efforts in three key populations that have a growing interest in studying in Europe: Russia and Eurasia, Latin America and the Middle East.
- Resolve pricing differentials that have affected non-US enrollment
- Develop a competitive track for Swiss nationals and residents, who have grown up in Switzerland, and who have been educated within the national Swiss education system.
- Create a regularly scheduled campus visit program open to the public and to visitors of our region, leading to a greater awareness of Franklin as an option for tertiary studies.

5.2 Increase the number of international partnerships of the university

Rationale: Franklin should be a primary provider of international education for four-year and short-term students. Given the changing nature of international education and study abroad, Franklin can grow strategically by increasing international partnerships that strengthen enrollments and provide opportunities otherwise not available on campus.

- Create partnerships with US institutions different from Franklin whose students will be well-suited to and benefit from the Franklin experience.
- Create partnerships with US and international institutions to increase the scope of Franklin's programs and offerings.

5.3 Increase the international engagement of the campus community

Rationale: While many departments and individuals have contributed to community outreach at the local, regional, national and even global level, international engagement of the campus community has not been approached at a strategic level in a coordinated fashion. On one hand, resources should be specifically dedicated to improving Franklin's integration into the Swiss and Italian communities (see also 4.1). On the other hand, we

should seek to increase the opportunities for wider international exchange for faculty and students. Emphasis will be given to leveraging connections and partnerships for the benefit of the university and its students.

- Initiate strategic partnerships with local organizations to foster exchanges within courses.
- Organize student participation in community cultural offerings to benefit their language learning.
- Carefully monitor Study Abroad destinations for FUS students given the current new financial aid policies in the USA.
- Increase the number of international actors/partners from academia, industry or other sectors visiting our campus.
- In partnership with local community members, initiate a new Friends of Franklin association as a vehicle for the people of Lugano and beyond to become involved in the life of the university, and for Franklin to get more involved in the life of the local community.