

State of Wisconsin Educational Approval Program

Form 1 Responses

I. School Information

Franklin University is a private, not-for-profit institution of higher education, offering doctoral, master, bachelor, and associate level degrees. Regionally accredited by the Higher Learning Commission, Franklin also has specialized accreditations for specific programs through the International Accreditation Council for Business Education (IACBE) and the Commission on Collegiate Nursing Education (CCNE) and the Commission on Accreditation of Health Informatics and Information Management Education (CAHIIM).

Founded in Columbus, Ohio in 1902, Franklin has been a pioneer in meeting the needs of adult students who have the ambition to continue their college education in combination with other responsibilities.

II. Planning Elements

A. **Mission** – Describe the mission and vision which identifies its purpose and its core values.

Mission

Franklin University: The University of Opportunity

Franklin University is a student-centered, nonprofit independent institution. Franklin University provides high quality, relevant education enabling the broadest possible community of learners to achieve their goals and enrich the world.

Franklin's mission emphasizes the importance of the University's nonprofit status and keeping students' needs at the forefront of all activities at the institution. The mission also states the importance of welcoming the broadest possible community of learners; this intent is evident by the University's history of open enrollment admission, early support of online learning, and current domestic and international expansion efforts.

Since 1902, Franklin University has been a pioneer in meeting the needs of adult students who have the ambition to continue their education in combination with other responsibilities. As a learner-centered institution of higher education, **the four cornerstones** of the educational philosophy are:

- Ensuring academic quality
- Providing access to educational opportunities
- Adapting to the needs of students
- Responding to changes in society, professions, and the business community

In essence, these action-oriented cornerstones acknowledge change and the need to keep pace with it.

Core Values

Franklin University has also adopted Core Values that serve as a guide to inform actions and behaviors and are rooted in a set of shared beliefs. These are highlighted in the acronym “MiRole” which reinforces the personal responsibility aspect of the core values and stands for: **M**odeling **I**ntegrity, **R**espect, **O**ppportunity, **L**earning and **E**xcellence.

Integrity - Basing decisions and actions on the highest moral standards and ethical ideals.

Respect - Treating others fairly and with dignity.

Opportunity - Encouraging growth and ongoing professional development along the path to success.

Learning - Actively supporting lifelong discovery and the exploration of knowledge.

Excellence - Pursuing exceptional results with determination, pride and passion.

These core values have become an undergirding of the culture.

- B. **Market** – Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

Nature and Business

Accredited, nonprofit and adult-focused since 1902, Franklin University provides on-site course options at over 25 Midwest locations and is an innovator in providing personalized online education. From entrepreneurs to CEOs, more than 45,000 Franklin alumni can be found around the world contributing to the communities in which they live and work. With curriculum designed with insight from industry experts, the university offers 60+ associate’s, bachelor’s, master’s and doctoral programs in business, healthcare, information technology and public administration.

Customers

With an average student age of 34, Franklin’s target audience is comprised of working adults who balance earning a degree with work and personal commitments. At the undergraduate level, more than 90 percent of Franklin students transfer credit from previously earned coursework or training. In addition to a generous transfer credit policy that saves students time and money, Franklin provides students with a theory-to-practice approach that enables them to take what they learn and apply it immediately in the workplace.

Marketing

Franklin University markets its degree programs in a variety of ways. All programs are clearly listed in the Academic Bulletins. Each program listing provides a program description, intended learning outcomes (with an outcome map included of when outcomes are introduced, reinforced, and assessed), general education requirements, and credit hour/major area course requirements. Level and type of program is clearly indicated within the Bulletin as Associate, Bachelor, Post-Baccalaureate, Master, Doctorate, Certificate, Academic Majors, and Minors.

Franklin promotes programs to prospective students through our 3+1 partnerships with 16 of Wisconsin's technical colleges. Through the partnerships, graduates of these technical schools are able to transfer up to 94 credit hours toward a Franklin bachelor's degree. The bachelor's degree can be completed online, at our co-locations in Cleveland and Fennimore, or a combination of both. We employ a regional manager who visits these locations and meets regularly with students.

The Marketing Department employs best practices to maintain the currency and transparency of University information. Standards for social media interactions, brand standards for marketing materials creation, and a ticketing system for marketing requests are all examples of ways in which clear and consistent messaging is delivered to University audiences.

Competitors & Differentiators

Franklin's competitors in the adult higher education space are primarily large, nationally accredited, for-profit institutions. As a nonprofit, regionally accredited university, Franklin puts students first by investing nearly every tuition dollar collected in the people, technology and resources necessary to help our students succeed.

Below is a slide from a presentation to the Board of Trustees in July that highlights competitive advantages for Franklin.

EXTERNAL ENVIRONMENT AND A LOOK FORWARD

Franklin's Key Differentiators

- Faculty actively teach courses and engage with students
- A choice of modality: online, on-site and hybrid
- Curriculum developed in-house and with input from industry experts
- Sophisticated, personalized student support (admissions, advising, financial services, library, free tutoring & workshops.)
- The top choice for working adults for over 115 years



FRANKLIN UNIVERSITY

Other elements that distinguish Franklin University within Wisconsin include:

- 3+1 partnerships that maximize previously earned credits and provide clear transfer pathways
- 100% online options
- Flexible scheduling
- No hidden fees
- Responsive IT support

C. **Management** – describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement

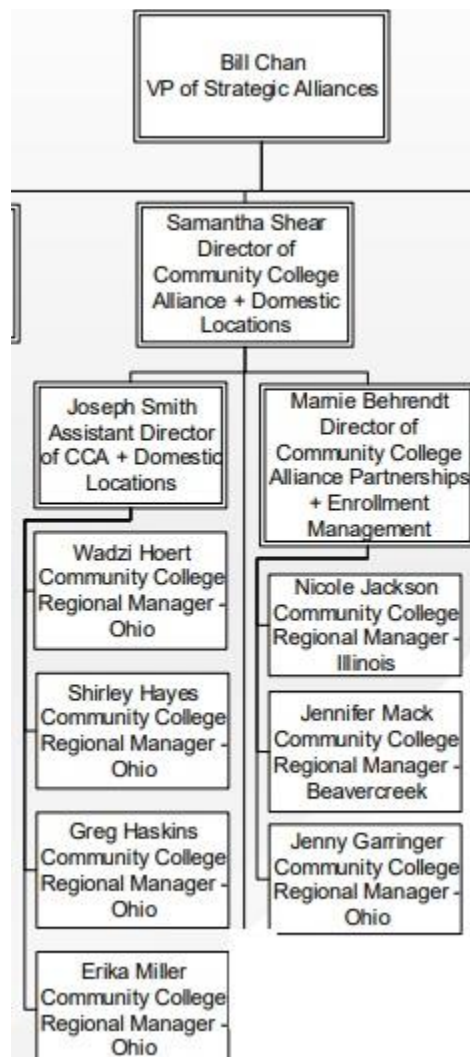
Franklin University's Domestic Locations and Community College Alliance support the educational mission of the University by providing access to educational opportunities for students nationwide.

Domestic Locations and Community College Alliance fulfills this mission by:

- Building and maintaining community college relationships through articulation and engagement
- Promoting 3+1 partnerships by maximizing previously earned credits and providing clear transfer pathways
- Fostering academic initiatives at locations that support the success of domestic students
- Providing guidance and educational planning through academic advising

Under Strategic Alliances, Domestic Locations and the Community College Alliance are dedicated to expanding Franklin's reach and increasing educational and enrollment opportunities by establishing and operating off-campus locations and by building and maintaining community college relationships.

The Community College Alliance (CCA) operates under a Director, 2 Assistant Directors, and 7 Community College Regional Managers (CCRMs), who focus their efforts on maintaining community college partnerships and recruiting students for our 24 established Co-locations (see organization chart below). The university co-locates (hence "Co-locations") on the campuses of community college partners to offer students a more convenient way to build on their associate's degree credits and complete their bachelor's degree onsite. CCA also maintains over 230 Articulation Agreements with community colleges from across the nation, 16 in Wisconsin. These Articulation Agreements establish a transfer-friendly relationship with each school and help students nationwide obtain a bachelor's degree online.



Council of Presidents

The Community College Alliance (CCA) Council of Presidents exists as an innovative think tank to address current issues and opportunities facing higher education. The Council of Presidents provides Franklin University leadership with strategic-level advisement related to collaboration and initiatives to grow and strengthen our CCA partnerships and to ensure an excellent learning experience for Franklin's transfer students. The Council features 11 community colleges located in six of the thirty-three states represented by Franklin's CCA partners, including Dr. Jason Wood from SouthWest Wisconsin Technical College.

Primary Functions of the Council of Presidents

- Provide strategic level advisement for Franklin University and the CCA program including research, regional trends, industry needs and new academic program opportunities.
- Identify and address current topics/issues relevant to community colleges and higher education.
- Establish an atmosphere that strengthens relationships among Council members.
- Explore and/or create opportunities for academic visitation and collaboration.
- Identify possibilities to leverage institutional research efforts among Franklin and CCA partners to engage in dialogue with faculty and leadership to improve student success and to increase the linkages between the community colleges and Franklin.

- D. **SWOT** – identify your schools strengths, weaknesses, opportunities and threats and based on the results provide 3-5 goals for strengths/weaknesses and how they will be addressed:

Strengths:

- Transfer-friendly degree programs for Bachelor's, Master's, and Doctoral students
- All online options for degree programs and face-to-face options at SWTC and LTC Co-locations
- High-quality degree accredited through Higher Learning Commission

Weaknesses

- Some of the 3+1 transfer agreements have formally expired and need to be renewed
 - Several colleges have received renewal agreements from us
 - We will dedicate a FWS staff member to follow up with those to retrieve signatures, and send renewal agreements to the rest
- We no longer have a full time staff member located within the state for student recruitment of UG students
 - We have assigned the closest representative to the state to engage with CC partners virtually, as well as our TCHRA partnership and prospective students

3-5 goals for opportunities/threats and how they will be addressed:

Opportunities

- 3+1 Transfer completion relationships established with several Wisconsin Community and Technical Colleges
- Co-Location Agreement with SWTC and LTC

- Educational Partnership with TCHRA
- Ed.D. program approval to help expand awareness of Franklin in Wisconsin

Threats

- Local competitors in the region expanding by adding representative positions and taking efforts to mimic the Franklin 3+1 transfer program
 - Maintain strong relationships with key stakeholders at Colocations
 - Focus on providing exceptional customer service, along with quality and value that cannot be matched by competition
 - In-person Engage in key events when possible

Goals

- Provide exceptional student experience through personalized engagement to support educational goal attainment
- Provide leadership and establish collaboration between and among Franklin, Urbana and Ohio National University to optimize capacity, resources and capabilities.
- Foster a culture of prioritization, analysis and results management to ensure alignment with broader enterprise priorities and goal achievement.
- Position Franklin University and its divisions to achieve short- and long-term enrollment and revenue growth objectives.

E. FUTURE VISION – how will your school look in 5 years and how positioned in marketplace.

The Franklin University Strategic Plan (ReFOCUS 2020) is anchored by six primary strategies. Executive leadership typically own or share ownership of each of the primary strategies. Franklin's Wisconsin location is part of two of these strategies: Expand Domestically, and Increase Educational Partnerships & Services.

Domestic Locations and CCA will be focused on the following areas over the next 5 years our main goal being to identify new opportunities with our existing partners and maintain market-share.:

- High Quality Service – We will continue to provide extended training and facilitate ongoing discussions regarding best practice in student service. This is achieved through monthly conference calls with CCRMs, the Red Carpet Service Initiative, and annual retreats.
- American Association of Community Colleges Convention (AACC) – Domestic Locations and CCA leadership will continue to attend AACC each year in order to promote Franklin partnerships and colocation services. We utilize this convention to meet with existing partners, establish new relationships, and gain information regarding trends and changes in the higher education landscape.
- Selective Partner/Program Growth – Academic Programs at our existing locations are reviewed on an annual basis to establish areas of prospective enrollment and student needs that are not currently being addressed. Anecdotal conversations with community college staff will supplement a data informed approach to determine student need. College Credit Plus partnerships with our CCA schools are one way we are adapting to the educational

environment. We have also added our Doctorate level programs to our CCA faculty and staff partnership discounts to provide professional development opportunities to our partners.

- While we are not necessarily looking to expand in terms of co-locations at this time, we are open to select opportunities where a need is identified.
- Franklin University will continue to engage our partners in Wisconsin communities primarily virtually over the next 5 years. Additionally, we will strive to:
- Maintain a dedicated representative to engage Wisconsin prospective students.
- Keep an Academic Advisor located in Wisconsin to work with continuing Franklin students. Maintain active articulation agreements with Wisconsin Community/Technical Colleges.
- Remain established as an on-site partner with SWTC, offering Business Administration.
- Maintain 1-2 educational partnerships in Wisconsin communities where Franklin has a strong brand.
- Offerings of Masters and Doctoral programs will continue to be available to faculty and staff of Wisconsin Community/Technical Colleges as partner benefits.