



Status Review ReFOCUS 2020 Strategic Plan

July 2018

This is a high level report on the progress of the ReFOCUS 2020 Strategic Plan highlighting some of the major areas.

ReFOCUS 2020 Status Review

ReFOCUS 2020 progress continues at a strong pace. No strategic plans are static as the environment and industry continues to change at an increasing rate. A sixth Major Strategy has been added reflecting the acquisition of Urbana University and is depicted in the graphic below. This report has changed to have a more narrative and qualitative review of the strategies and initiatives.



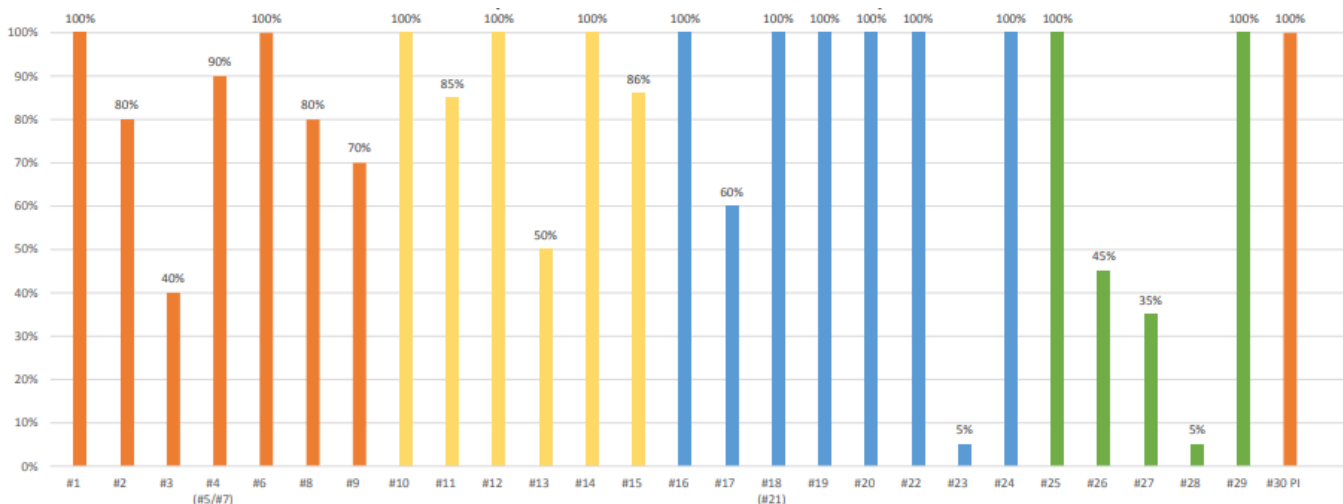
To summarize progress up through the 2017-2018 academic year, each of the Major Strategies have had significant accomplishments in the execution of the respective Strategic Initiatives, Supporting Strategies, and Operational Tactics. An overview and some highlights are presented herein. This is not a comprehensive review.

Enhance the Core

Franklin University emphasizes the importance of continuing to deepen the educational experience and professional preparedness of students across the country and around the world. Core capacity enhancements included enriching the Franklin student experience by providing exceptional services, utilizing a co-curricular approach to growth and development, and supporting educational goal attainment.

Fundamental to providing educational programs and supporting educational goal attainment, is the regional accreditation. Accreditation helps ensure that universities and degree programs (including online programs) are held to rigorous academic standards set by state and regional governing bodies. In August, Franklin University and its branch campus received its ten-year reaffirmation review by the Higher Learning Commission. Our next review is scheduled for 2027-2028. Franklin University will continue to build upon this foundation to provide high quality, relevant educational programs enabling the broadest possible community of learners to achieve their goals and enrich the world.

Implementing the Red-Carpet strategy is another example of Enhancing the Core. This strategy identified 29 initiatives across four areas (Communication & Service, Access to Education, Academic, and Student Financial Services) for improvement. Developing customer service principles was the first initiative and is one of 14 that have been fully completed as depicted on the chart below.



Expand Domestically

Franklin University's goal to expand its regional presence by enriching new and existing partnerships started with growing the co-locations and establishing more regional locations. This has matured into a solid pattern with primarily co-locations, which provide the advantage of physical space in a community college facility without the outlay of costs required of brick and mortar structures.

Franklin's domestic footprint includes 28 locations comprised of 28 colocations (with 18 community colleges) in five states (Wisconsin, Ohio, Indiana, Illinois, and Pennsylvania), 2 regional locations (Beavercreek and Dublin OH) and 1 suburban colocation (with Columbus State Community College in Delaware, OH) In addition, Urbana and Franklin have 62 high school partners in the College Credit Plus program

Diversify Programmatically

By expanding its graduate and undergraduate academic programs in step with community needs and digital advancements, Franklin University students and alumni will be positioned to lead as educated global citizens. While the University has delayed developing a competency-based program, there have been several enhancement to portfolio-based credit. Also, the addition of undergraduate and graduate programs, as well as, the new doctoral programs are evidence of progress in this area.

Expand Globally

Franklin University engages in educational partnerships that increase student access, extend its reach and refine its capabilities. Our global partnerships include both academic and non-academic institutions, and satisfy a variety of education and training needs ranging from college degrees to language learning.

The Franklin DBA is available to students at the American Business School (ABS) in Paris, France and at the Modern College of Business and Science (MCBS) in Muscat, Oman, among others. Classes are taught in English by a combination of Franklin faculty and ABS or MCBS faculty serving as both instructors and advisors for the

program. The American Business School of Paris is an international business school in France that welcomes students from all around the world. MCBS in the Sultanate of Oman is a private college accredited by the Ministry of Higher Education. Established in 1996, it offers associate and bachelor's degrees, primarily in business administration and computer science. The Franklin MBA was the college's first graduate program.

Increase Educational & Partnership Services

As per the ReFOCUS 2020 plan, the University has leveraged many elements of its functions and capabilities and for example, has turned its instructional design abilities into a resource stream.

The International Institute for Innovative Instruction, I4, is a global change leader in the development of learners, educators, and leaders who have innovative thinking about teaching and learning and to empower them to lead their organizations toward transformative change. The vision of the Institute is to be the center of excellence in innovative instruction. This includes providing opportunities to develop and support learners, educators, and thought leaders to be equipped with 21st century skills and to address the extensive challenges in the 21st century through innovation, collaboration, and research. One of many accomplishments for I4 has been to contract course design work both domestically and internationally with close to 1,000 courses designed over just the past year or so.



Another result of the strategic initiatives is the creation of FranklinWORKS, which provides partner organizations with a portfolio of education options to recruit, train, and retain the talent vital to moving organizations forward. This may include customized curriculum, technical certification and professional development solutions of all types. Through FranklinWORKS, employees can optimize their educational benefits. Franklin has partnered with over 50 businesses, corporations, government, city and non-profit organizations, and has enrolled hundreds of their employees.

Strengthen Urbana Branch Campus

The branch campus is located in a rural town in Urbana, Ohio and enjoys a 128-acre campus with over 20 buildings and serves primarily traditional students. Since becoming a Branch Campus, numerous advancement have been made of which a few are listed here:

- Advisory Board established and new members added
- Ten new full-time faculty hired
- Growth initiatives established
- Fall 2018 new student enrollment growth of 50% over prior year
- Integrated functional areas with main campus
- Three athletic teams added
- New multi-purpose athletic building

PLANS: September 2018 – January 2019

The University continues to evaluate its position and direction relative to its strategic plan. With the current plan nearing its culmination, the University is developing a different process for the next strategic plan, which will respond to rapidly changing conditions, rely on multiple inputs from all stakeholders, and require a critical review & analysis of strategies and initiatives on a frequent basis. The new plan will be developed and in place for 2021 and beyond.