



The Gallaudet Promise, Phase One (Strategic) Plan - Year One

Measures of Progress - Status Update October 2020 - September 2021

THE GALLAUDET PROMISE: EXCELLENCE IN LEARNING & DISCOVERY

2020-2030

GRAND CHALLENGES

Demonstrating the **benefits** of an ASL/English education

1

Expanding the **impact** of Gallaudet's creative edge

2

Realizing the **value** of Deaf people across the spectrum of identities

3

Creating pathways to **success** for Gallaudet students and graduates

4

Cultivating **opportunities** in both ASL and English-based economies

5

FIVE GRAND CHALLENGES

RETELLING OUR STORY



PRIORITIES

EXTRAORDINARY LEARNING AND ACADEMIC EXCELLENCE ACROSS THE LIFESPAN

KNOWLEDGE CREATION AND DISCOVERY

SIGNING ECOSYSTEMS AND CAREER SUCCESS

BILINGUAL MISSION

BELONGING AND EQUITY

INNOVATION FOR IMPACT

IMPERATIVES

Strategic Plans

2020 **Phase One** 2023

Phase Two

2026 Phase Three



The Phase One (Strategic) Plan

Addresses five areas for focused action:

1. *Transformational Accelerators*
 2. *Anti-racism*
 3. *Bilingual Mission*
 4. *Academic Reimagining*
 5. *Creativity Way Including the Memorial Project*
- Aligns with the challenges, imperatives and priorities in the Gallaudet Promise
 - Emphasizes high-impact, cross-division collaborations and connects directly to other essential work
 - The work in Phase One is fundamental to Gallaudet's impact and transformation.

Status Update through September 2021

- Each area of focused action in the Phase One Plan is defined by initiatives called **Measures of Progress**.
- Measures of Progress are grouped on the following slides by original completion date***
- The status of each Measure of Progress is reflected as percentage completed on the related dashboards.

***The Phase One Plan now continues through FY 2023. Some Measures of Progress completion dates will necessarily be adjusted accordingly. Those changes and the updated plan will be shared prior to the March BOT meeting.



Key Progress Observations

- Significant progress in all Areas of Focused Action--REMARKABLE! Shows the passion in our community for our mission.
- Managing pace will be key to progress. Key factors we're managing:
 - Complexity of cross-division collaborations with systems and organizing people/efforts (ET team-building is an accelerant);
 - Managing our human capital, including post-Covid fatigue and energy required as we refocus on direct human interactions after being virtual for 18 months
- Growing recognition of the transformational impact of this work
- President decision to extend Phase One Plan to three years addressed critical capacity and resource issues.



Phase One Areas for Focused Action



**Transformational
Accelerators**



Anti-Racism



Bilingual Mission



Academic Reimagining



**Creativity Way including the
Memorial Project**

Area One: Transformational Accelerators



Goal

Gallaudet will redesign its on-campus and on-line infrastructure to rebuild the Clerc Center and campus experiences to be more agile and innovative in response to planned and unplanned influences.



Measures of Progress:

- 1 Implement the initial phases of Connected Gallaudet including piloting the design lab within select university academic programs by the Spring of FY2022
- 2 Implement Phase One of the Human Resources Transformation redesign plan by the start of FY2022
- 3 Establish the Customer Service Operating Model by the end of FY2022
- 4 Complete Operations Operating Model Redesign by the end of FY2022
- 5 Create mechanisms to address identified needs for in-the-moment campus-wide video production by the end of FY2022
- 6 Define programming and establish an online platform to disseminate research, lectures, films and other content produced by the Center for Black Deaf Studies by the end of FY 2021
- 7 Fully implement the Clerc Center's national learning platform and define plans to expand engagement and leadership development with Phase One design and implementation completed by summer 2021
- 8 Complete the revision of the website for the University and the Clerc Center as well as the Gallaudet intranet by the end of FY2022



Target Completion Fall 2021

Measures of Progress: Transformational Accelerators

2 Implement Phase One of the Human Resources Transformation redesign plan



6 Define programming and establish an online platform to disseminate research, lectures, films and other content produced by the Center for Black Deaf Studies.



7 Fully implement the Clerc Center's national learning platform and define plans to expand engagement and leadership development with Phase One design and implementation completed.





Target Completion Fall 2022

Measures of Progress: Transformational Accelerators

1

Implement the initial phases of Connected Gallaudet including piloting the design lab within select university academic programs



3

Establish the Customer Service Operating Model



4

Complete Operations Operating Model Redesign



5

Create mechanisms to address identified needs for in-the-moment campus-wide video production



8

Complete the revision of the website for the University and the Clerc Center as well as the Gallaudet intranet



Area Two: Anti-Racism



Goal

Gallaudet will enact key foundational elements to address the long-standing systemic barriers to belonging and equity throughout the University and Clerc Center.

Measures of Progress:

- 1 Prioritize, plan, and implement recommendations based on the public safety assessment report (expected in February 2021)
- 2 Establish the University-wide Social Justice & Racial Equity Collaborative (SJRE) by fall 2021 with a charter in place by winter 2022
- 3 Complete Phase 1 and Phase 2 of the Clerc Center Equity plan during summer 2021 with Phase 3 objectives set by the end of FY 2021
- 4 Construct and make public a University-wide Anti-Racism policy with calls to action and sanctions by end of FY2021
- 5 Establish a system to provide regular progress updates on the University's Anti-Racism plan that includes,
 - Building an engagement and accountability database
 - Development of annual division racial and social justice progress report
 - Dissemination of a comprehensive racial and social justice progress report from the SJRE to the Gallaudet community in September 2021 and 2022

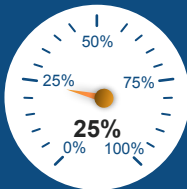


Target Completion Fall 2021

Measures of Progress: Anti-Racism

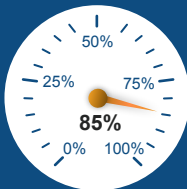
1

Prioritize, plan, and implement recommendations based on the public safety assessment report.



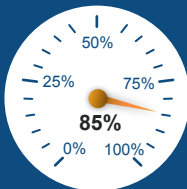
2

Establish the University-wide Social Justice & Racial Equity Collaborative (SJRE).



3

Complete Phase 1 and Phase 2 of the Clerc Center Equity plan during summer 2021 with Phase 3 objectives set.



4

Construct and make public a University-wide Anti-Racism policy with calls to action and sanctions.



5

Establish a system to provide regular progress updates on the University's Anti-Racism plan.



Area Three: Bilingual Mission



Goal

Gallaudet will establish the foundation for its bilingual framework for teaching and learning across the lifespan, working, and interacting on-campus and virtually.

Measures of Progress:

- 1 Implement Phase One of Language Planning for faculty, staff and students including creating a first year semester plan for students, language plans for emerging signers, and developing ASL plans for staff by the end of FY2022
- 2 Complete ASL Development Program infrastructure and infuse into the Faculty Handbook, A&O Manual and HR hiring procedures by the end of FY2022
- 3 Operationalize the Bilingual Evaluation, Test and Assessment Center (BETA Center) by summer 2021 and expand programming throughout FY2022
- 4 Develop a plan to further Language Vitality and Vibrancy (campus & remote) in FY2021 and begin implementation in FY2022



Target Completion Fall 2021

Measures of Progress: Bilingual Mission

3 Operationalize the Bilingual Evaluation, Test and Assessment Center (BETA Center)



4 Develop a plan to further Language Vitality and Vibrancy (campus & remote)





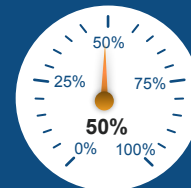
Target Completion Fall 2022

Measures of Progress: Bilingual Mission

1 Implement Phase One of Language Planning for faculty, staff and students including creating a first year semester plan for students, language plans for emerging signers, and developing ASL plans for staff.

2 Complete ASL Development Program infrastructure and infuse into the Faculty Handbook, A&O Manual and HR hiring procedures.

4 Implement Language Vitality and Vibrancy Plan (campus & remote)



Area Four: Academic Reimagining



Goal

Gallaudet will establish the vision, infrastructure, and strategy to transform long-term enrollment across the lifespan.

Measures of Progress:

- 1 Complete restructuring of University Academic Affairs by Fall 2021:
 - Five schools
 - Career Center
 - Graduate Admissions by fall 2021
- 2 Complete the University Research restructuring by the end of FY2021
- 3 Select and begin migration to a new Learning Management System that aligns with bilingual learning by the end of FY2022
- 4 Redesign and align the Gallaudet University Regional Centers (GURC) with Regional Early Acquisition of Language (REAL) by the end of FY2021
- 5 Create and implement the University enrollment strategy plan that includes an enrollment task force, a marketing plan, and an enrollment goal by the end of FY2021
- 6 Complete actions in accordance with set timelines as defined in the KDES/MSSD CEASD/MSA accreditation plan
- 7 Complete renovation charter, identify stakeholder group, and contract an architect for the library renovation by summer 2021
- 8 Define the holistic student experience and design and implement a framework to strengthen the student experience on-campus and virtually by the end of FY 2022



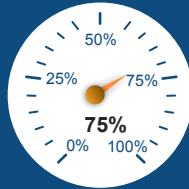
Target Completion Fall 2021

Measures of Progress: Academic Reimagining

1

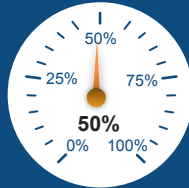
Complete restructuring of University Academic Affairs:

- Five schools
- Career Center
- Graduate Admissions



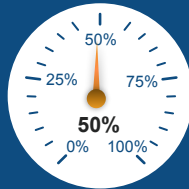
2

Complete the University Research restructuring



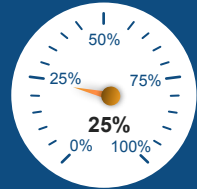
4

Redesign and align the Gallaudet University Regional Centers (GURC) with Regional Early Acquisition of Language (REAL)



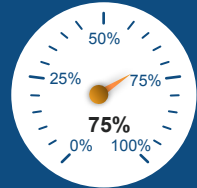
5

Create and implement the University enrollment strategy plan that includes an enrollment task force, a marketing plan, and an enrollment goal



7

Complete renovation charter, identify stakeholder group, and contract an architect for the library renovation



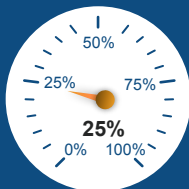


Target Completion Fall 2022

Measures of Progress: Academic Reimagining

3

Select and begin migration to a new Learning Management System that aligns with bilingual learning



8

Define the holistic student experience and design and implement a framework to strengthen the student experience on-campus and virtually.



6

Complete actions in accordance with set timelines as defined in the KDES/MSSD CEASD/MSA accreditation plan ends in **2025**.



Area Five: Creativity Way incl. the Memorial Project



Goal

Gallaudet will complete the Memorial as the lead project of Creativity Way's "front porch" as well as the academic and construction planning for the next phase of Creativity Way development.

Measures of Progress:

- 1 Develop related plans, documents, and materials that define and communicate a Capital Campaign by Spring 2022
- 2 Complete \$10-\$15 million fundraising campaign for the Division II Memorial Project by end of FY2022
- 3 Complete initial academic programming as well as pre-construction design and permitting for the Creativity Way Alley and A&T lots by the end of FY2022
- 4 Commence the initial phase of the Memorial Project construction with completion anticipated in FY 2023



Target Completion Fall 2022

Measures of Progress: Creativity Way including the Memorial Project

1

Develop related plans, documents, and materials that define and communicate a Capital Campaign



2

Complete \$10-\$15 million fundraising campaign for the Division II Memorial Project



3

Complete initial academic programming as well as pre-construction design and permitting for the Creativity Way Alley and A&T lots



4

Commence the initial phase of the Memorial Project construction.

