March 15, 2019

Dear Campus Colleagues:

Heidelberg University's current strategic plan is framed, defined and described in the following three documents that are linked to this correspondence:

1)  [HU Strategic Action Plan 2010-2020](https://heidelberg.us1.list-manage.com/track/click?u=aedcf85e9275dba4a51d423f2&id=8e4d98d31a&e=97159f85d8) (5 pages, approved 6/2010, updated 2/2019);

2)  [HU Revised Campus Master Plan 2010-2020 Strategic & Tactical Project Priorities](https://heidelberg.us1.list-manage.com/track/click?u=aedcf85e9275dba4a51d423f2&id=ca0d8d5915&e=97159f85d8) (2 pages, approved 6/2010, updated 2/2019); and

3)  [HU 2016-2019 Strategic Action Plan President and Senior Leadership Team Performance Goals & Objectives](https://heidelberg.us1.list-manage.com/track/click?u=aedcf85e9275dba4a51d423f2&id=40195c6e05&e=97159f85d8)(17 pages, approved 2/2017).

I am sharing these three documents confidentially with all faculty and staff colleagues at this time to help address periodic questions and concerns about "not having a plan" or "not sharing the plan."  Those concerns are perfectly reasonable points to express and I appreciate hearing them.  I hope that this information is helpful for everyone, especially now as we work hard together on the FY 2019-2020 and FY 2020-2021 Operating Budget Strategic Prioritization Process.

We need to craft a new Heidelberg University 2020-2025 5-Year Strategic Action Plan.  We need key institutional leadership and broad stakeholder engagement in this plan.  We also need to fix our current business operations by strengthening our Core Student Mission delivery with a prioritized and balanced Operating Budget over the next two years before planning the future.  We have lots of challenging work in front of us.  I am confident in our shared ability to succeed.

In order to facilitate our strategic thinking ahead of our strategic planning, I would like to recommend that we frame our next strategic action plan by drawing on critical learning from Good to Great and Great by Choice from Jim Collins.  I encourage us to articulate our own Heidelberg Hedgehog Concept.  This idea and model reflects deep institutional understanding of three key dimensions of the business that crystallize into a simple, clarifying, compelling, aligning and guiding framework called a Hedgehog Concept.  The three dimensions are: 1) What are you deeply passionate about? 2) What can you be the best in the world at? 3) What drives your economic engine?  This model is a proven success and it makes sense.

After nearly ten years of energetic campus dialogue with so many great colleagues, much shared hard work by nearly everyone to strengthen our school, lots of real institutional transformation and concrete improvement, and further personal contemplation, I suggest the Heidelberg Hedgehog Concept to frame our thinking, planning and doing to fulfill our Core Student Mission with greater focus and commitment.  [Please see this fourth link to the single page document](https://heidelberg.us1.list-manage.com/track/click?u=aedcf85e9275dba4a51d423f2&id=7eb2358ce7&e=97159f85d8).

I look forward to much more campus dialogue and collaborative planning to make this concept a meaningful reality in shaping the prosperity and success of Heidelberg University for our current, future and past students.  Always forward and upward.

With appreciation and respect,

Rob Huntington

President