



# Institute on Disability / UCED

at the University of New Hampshire's  
College of Health and Human Services

## **FY 14-17 Strategic Plan**

*July 1, 2014 – June 30, 2017*

## Acknowledgements

This report was prepared by the staff, partners, and advisors of the Institute on Disability (IOD), University of New Hampshire. The IOD is directed by Charles Drum and guided by a Consumer Advisory Council.

The IOD was established in 1987 to provide a university-based focus for the improvement of knowledge, policies, and practices related to the lives of people with disabilities and their families and is New Hampshire's University Center for Excellence in Disability (UCED). Located within the University of New Hampshire, the IOD is a federally designated center authorized by the Developmental Disabilities Act. Through innovative and interdisciplinary research, academic, service, and dissemination initiatives, the IOD builds local, state, and national capacities to respond to the needs of individuals with disabilities and their families. For more information, please visit [iod.unh.edu](http://iod.unh.edu).

*This document is available in alternative formats upon request.*

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Dear Friends and Colleagues,

The Institute on Disability (IOD) is an organization committed to improving the lives of individuals with disabilities and their families. Since its inception in 1987, the IOD has become a well-recognized leader in the field of disability with particular strengths in technical assistance, training, research and dissemination. In 2004, the IOD launched its first organization-wide strategic planning effort with a review of its programs, operations, academic mission, and organizational relationships. After engaging with internal and external stakeholders, the IOD produced the FY 2005-2008 IOD Strategic Plan. This plan was revisited in 2009, resulting in a new three year plan which identified organizational priorities, including the adoption of “priority areas” in inclusive education, autism spectrum disorders, health and genetics, community living and employment, and assistive technology.



For the past eighteen months, the IOD has been engaged in a renewed strategic planning effort, culminating in the latest iteration of our strategic plan which provides a framework for our strategic initiatives through 2017. This plan reaffirms our vision of a future where all people, including individuals living with disabilities, are fully engaged members of communities. Our Strategic Plan plays a central role in defining the path the IOD takes to realize this future. Through the input of external stakeholders, an analysis of environmental trends and priorities, and a comprehensive internal evaluation, we identified five strategic initiatives and associated goals to guide our work over the next three years.

Our strategic plan focuses on the further development of centers of excellence within the IOD; increased engagement with both internal and external partners; advancement of our research and scholarly work; improved infrastructure; and a strengthened financial position. These initiatives align with emerging national, regional, and state priorities in the field of disabilities and provide a strong framework for the IOD moving forward.

The IOD will continue to work collaboratively with our many partners and apply our passion and commitment to the systemic and social change that improves the lives of children, youth, and adults with disabilities.

We look forward to working with you to advance our common goals.

Sincerely,

A handwritten signature in black ink that reads "Charles Drum". The signature is written in a cursive, flowing style.

Charles Drum, MPA, JD, Ph.D.  
Director, Institute on Disability / UCED  
University of New Hampshire

# INTRODUCTION

The IOD embarked on an inclusive strategic planning process from September, 2012 through February, 2014. A strategic planning committee, comprised of two members of the IOD Management Team and two members of the IOD Strategic Team as well as the Executive Director and Executive Assistant, was appointed to oversee the entire process.

## The process entailed a number of phases including:

- Clarification of the IOD Vision, Mission, and Values with all staff members;
- Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) completed with internal staff, the UCED Executive Committee, and the IOD's Consumer Advisory Council;
- Categorization of themes that emerged from SWOT;
- Identification of key strategic intention;
- Development of work plans for each strategic intention; and
- Final draft of strategic plan drafted and reviewed with constituents.

## The themes that were identified through the SWOT analysis were:

- Communication (Internal and External)
- Technology Improvements
- Adherence to Mission and Vision
- Organizational design and workplace culture
- Commitment to Diversity and Inclusion for those we serve and within the organization

- Partnerships and collaboration: externally and internally
- Marketing and Branding
- Political climate and issue awareness
- Funding stabilization
- Managing growth

## From these themes, five strategic intentions emerged:

- Organizational Design
- Engagement (Internal and External to the IOD)
- Research and Scholarship
- Infrastructure Improvements
- Financial Strength

The broad strategic goal that emerged from this process is to create an organizational structure that increases engagement within UNH and with the greater New Hampshire community, advances scholarship and research, enhances infrastructure capacity, and builds financial stability. To achieve this end, the IOD will pursue the development of Centers for Excellence in key program areas. Centers are seen as an important vehicle to achieve the goals outlined in the strategic plan; i.e. engagement with UNH and other constituents; support for grant writing, research and publication; stabilizing funding; and communicating the value of our work.

The IOD Management Team (MT) and Strategic Team (ST) will be responsible for the implementation of the strategic plan. Responsibility for each key activity will be assigned to an IOD staff member. Work plans will be developed for each key activity, reviewed by both the ST and MT, and ultimately approved by the MT.

## BROAD STRATEGIC GOAL:

The IOD will create an organizational structure that increases engagement within UNH and with the greater NH community, advances scholarship and research, enhances infrastructure capacity, and builds financial stability.

## IMPACT:

All persons, including those living with disabilities, are fully engaged members of communities. Culturally appropriate supports are available across the life span to individuals and families that lead to independence, productivity, and a satisfying quality of life.

### Strategic Initiative #1: Organizational Design

| Strategic Intention  | Key Activities   | Outcomes   |
|--|--|--|
| Establish Center for Excellence model to include financing, marketing, communications, staffing, and leadership. | <ul style="list-style-type: none"><li>• Define Center criteria</li><li>• Identify program areas for Centers for Excellence</li><li>• Establish policies and procedures for Centers</li><li>• Develop communications and marketing strategies that align with organizational design</li></ul> | <p>Projects and programs will be better equipped to manage partner and constituent engagement resulting in stronger organizational relationships.</p> <p>The IOD will be responsive to changes in the political and funding environment.</p> |

## Strategic Initiative #2: Engagement

| Strategic Intention  | Key Activities   | Outcomes   |
|--|--|--|
| Create a workplace culture of open and honest dialogue   | <ul style="list-style-type: none"> <li>Design, implement, and respond to annual staff survey</li> <li>Create formal and informal opportunities for staff sharing and discussion</li> </ul> | Open dialogue is supported and staff report feeling heard and valued   |
| Increase engagement with CHHS and UNH by involving students and faculty in IOD projects, research, and publications. | <ul style="list-style-type: none"> <li>Increase academic offerings and faculty development</li> <li>Increase involvement of students and other UNH faculty in IOD projects</li> </ul>      | <p>The IOD is viewed as a key partner and valued collaborator throughout the University.</p> <p>The IOD supports the growth and development of emerging professionals.</p> |
| Become a model for accessibility and inclusion utilizing principles of universal design and participatory action.    | <ul style="list-style-type: none"> <li>Assess Universal Design and Participatory Action practices of the IOD</li> <li>Support Self Advocacy efforts.</li> </ul>                            | The IOD is viewed as a key partner, valued collaborator, and model for inclusion and accessibility.  |

### Strategic Initiative #3: Scholarship and Research

| Strategic Intention   | Key Activities  | Outcomes   |
|---|---|--|
| Grow and develop faculty and staff as Principal Investigators (PI). | <ul style="list-style-type: none"> <li>Establish PI mentoring program</li> <li>Identify, train, and support mentors</li> <li>Develop resources to support PI's: grant writing, research, and publication</li> <li>Encourage PI's to review publications and grants</li> </ul> | <p>The IOD CV reflects increased number of PI's and increase in PI productivity in grant writing, publications, and academic offerings.</p> <p>PI's feel supported to increase their research and grant portfolio.</p> |
| Provide support for qualitative and quantitative research.          | <ul style="list-style-type: none"> <li>Software purchase and training</li> <li>Create forum for sharing research skills</li> </ul>  | IOD faculty and staff have resources and support to conduct high quality research.   |

## Strategic Initiative #4: Infrastructure

| Strategic Intention   | Key Activities   | Outcomes  |
|---|--|---|
| Develop clear and accessible procedures for orienting new hires, training supervisors, and providing information and referral services. | <ul style="list-style-type: none"> <li>Review and revise HR procedures in line with UNH policies and procedures</li> <li>Clarify new hire policies to include the full range of hiring categories</li> <li>Identify needs and offer supervisory, leadership, and collaborative skills training</li> <li>Develop clear and accessible I&amp;R procedures</li> </ul>                                     | <p>New staff will experience a consistent and thorough orientation process. All staff will gain an awareness of the organization's breadth and depth as well as its unique role in the marketplace.</p> <p>Staff will be equipped to address the needs and challenges unique to supervisor responsibilities.</p> <p>Staff will be effective at responding to incoming requests and inquiries.</p> |
| Improve communications utilizing a variety of tools and tactics.  | <ul style="list-style-type: none"> <li>Create an organizational intranet to strengthen internal communication and collaboration</li> <li>Distribute regular e-mail updates, including a Director's e-mail</li> <li>Maintain transparency of MT/ST/, strategic planning, and other key organizational meetings</li> <li>Provide regular project updates at All IOD and office staff meetings</li> </ul> | <p>Staff will be informed of news and activities happening across the organization resulting in staff awareness, opportunities for collaboration, and stronger internal relationships.</p>  |

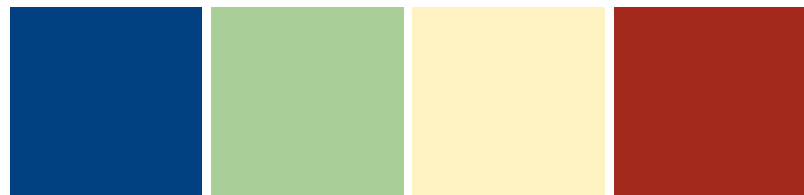


| Strategic Intention  | Key Activities   | Outcomes   |
|--|--|--|
| <p>Advance IT capacity for security, accessibility, and reliability of data.</p> | <ul style="list-style-type: none"> <li>• In collaboration with UNH, implement a solution to manage HIPAA data</li> <li>• Implement backup solutions that protect staff and program data</li> <li>• Develop and implement a Customer Relationship Management (CRM) system that addresses the engagement needs of programs, fundraising, and the larger organization</li> <li>• Deploy a captioning solution for all new IOD videos</li> </ul> | <p>IOD projects that incorporate HIPAA data in their work will comply with both university and federal guidelines.</p> <p>Individual email and hard drives will be backed-up and will not be lost due to technological failures.</p> <p>All new IOD video will be accessible with captions</p> |
| <p>Proactively address changes at UNH and internal changes to the IOD.</p>       | <ul style="list-style-type: none"> <li>• Feasibility study of locations and space needs</li> <li>• Assure accessibility compliance of all IOD locations; including signage, parking, entry, path of travel, etc.</li> <li>• Participate in UNH campus planning</li> </ul>  | <p>The IOD is prepared for future space needs and is viewed as a model of accessibility.</p>   |

## Strategic Initiative #5: Financial Strength

| Strategic Intention   | Key Activities   | Outcomes   |
|---|--|--|
| Establish a financial structure that supports Centers, areas of emphasis, and business units. | <ul style="list-style-type: none"> <li>Analyze funding trends</li> <li>Develop plan to diversify and stabilize funding streams</li> <li>Develop financial reporting systems</li> <li>Track and report quarterly on grants and contracts</li> <li>Establish stable reserve funds</li> </ul> | <p>IOD has a diverse and stable funding portfolio.</p> <p>PI's and Center Directors have the information they need to manage their grant portfolios.</p>   |
| Increase development activities.  | <ul style="list-style-type: none"> <li>Develop and manage an annual development plan</li> <li>Assess the feasibility of a full time development position to cultivate donors</li> </ul>  | <p>Broad development approach is developed in collaboration with the UNH Foundation and CHHS and results in support for a range of programs and projects with consideration of an endowed chair.</p> |





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