**Strategic Plan**

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**Executive Summary**

The Higher Education User Group (HEUG) is a Non-Profit, global organization consisting of Higher Education institutions that use application software, services and support from the Oracle Corporation. The Higher Education User Group (HEUG) is the largest independent, self-organized industry-specific Oracle User Group in the world. Our members include a wide range of institutions, from community colleges and small liberal arts colleges to huge research universities and entire university systems. It includes public and private institutions and (as Associate Members) for-profit institutions.

The HEUG’s business model and its sustainability are contingent upon the organization’s financial stability and relevance to its members, vendors and partners by dutifully providing strategic input and feedback on Higher Education industry priorities on Oracle applications and middleware now and in the future. Our long history of value-added support services to members, partners, vendors and to Oracle will only strengthen as we focus our resources, talents and energy toward the simplification of strategies and outcomes that demonstrate our flexibility and agility.

**Vision**

To be a valued partner of institutions of higher learning in realizing the greatest value from Oracle products and services through education and advocacy.

**Mission**

The HEUG helps its member institutions around the world realize value through education and through advocacy. Specifically, the HEUG serves as a mechanism for assisting its members with the selection, implementation and cost-effective use of Oracle and related software and services in support of higher education. The HEUG also listens carefully to the needs of its members and advocates to Oracle on their behalf on matters of current interests, future initiatives and investments. The HEUG helps its members learn about Oracle technology, software and services by working closely with Oracle product strategists and encouraging the sharing of information within the HEUG community through online communications and conferences.

**Core Objectives: Education and Advocacy**

These two core objectives are supported by four foundational core values that drive the annual strategies for the organization:

**Foundational Core Values**

**Leadership**: Constantly work to create, establish, organize or have influence on events, initiatives and programs to enhance or maximize the HEUG’s mission.

**Partnership**: Create, maintain and strengthen partnerships with organizations and individuals in the higher education community and those who provide products and services in support of the HEUG mission.

**Building Community by Networking & Sharing**: Through an open exchange of information, ideas and learned experiences, strive to gather as a community in support of education, which supports and strengthens our individual and collective organizations locally, nationally and globally.

**Communication:** We are afforded the opportunity to be transparent and disseminate information. Through our collective experiences and partnerships we are able to identify and strengthen our products, processes and organizations by being aware and making use of a set of constantly evolving communication methods.

**HEUG’s Annual Goals**

The HEUG and the industry it serves are well-known for our willingness to actively participate in collaborative communities. Whether through formal working agreements, less formal cooperative relationships, or even casual conversations, the time honored and fundamental activities of teaching and learning are the cornerstone of our industry.

As the HEUG membership continues to grow, and more global communities are added; the challenges we face require activities that supports and guides processes and practices that are standardized and simple. The solution/product offerings from technology vendors and partners will continue to evolve and expand to address a global community of change, thusly the HEUG’s annual goals, strategies and measure outcomes must be agile and flexible.

**Goals:**

1. Enhance the HEUG’s support for communication, collaboration and education across the entire HEUG ecosystem
2. Strengthen the HEUG’s effectiveness in its advocacy role
3. Increase HEUG member engagement and satisfaction
4. Ensure HEUG’s continued organizational and financial health

In order to achieve these goals, each year the Board of Directors, all committees, adhoc committees, work groups/sub-groups, work teams, product advisory groups (PAGs) and technology advisory groups (TAGs) efforts will support and facilitate the HEUG’s two core objectives (EDUCATION and ADVOCACY), and develop annual strategies that provide measured outcomes that are in alignment with the four foundational core values (Leadership, Partnership, Building Community by Networking and Sharing, & Communication).