

# UMassDTransform2020 Update: Strategies and Measures

## GOAL 1: Innovative and High-Impact Research and Academic Programs

### 2014-2020 Key Strategies

- Provide competitive incentives to develop and implement innovative undergraduate and graduate academic programs, transform current academic programs, and/or develop accelerated degree completion paths that will attract an increased number of high quality students.
- Promote interdisciplinary teaching that prepares students for solving 21st century challenges of global and local significance, adopt advanced pedagogical and technological approaches that enhance student learning, and maintain a robust culture of assessment.
- Achieve appropriate accreditation of programs.
- Enhance efforts to hire, nurture, and retain a distinctive, diverse faculty who are outstanding scholars and teachers and to assemble an excellent support staff that is committed to the mission of the institution.
- Enhance learning opportunities through undergraduate research, study abroad, service- and community-based learning, student internships, clinical experiences, and capstone courses and projects.
- Invest in multidisciplinary and multi-college faculty clusters, research centers and programs focused on emerging issues.

<b>Goal 1 Performance Measures</b>	<b>09/14-06/16:</b>
Number of new/revised academic programs developed/implemented and their impact	<p>AY14-15: New Grad Programs: MS in Data Science, PhD in Chemistry and Biochemistry, MS in Accounting, MS in Healthcare Management, MS in Technology Management, Online Computer Science Certificate, Public Management Certificate, \$30,000K online BS/BUS and CAS</p> <p>AY15/16: Grad Certificate in Autism Studies, Computing Infrastructure Security Certificate, MS in Healthcare Management Online, Certificate in Industrial &amp; Systems Engineering, Psychiatric and Mental Health Nurse Practitioner DNP, Certificate in Edu. ESL PreK-12</p> <p>Developed but not yet approved – PhD in Business Administration, PhD in Integrative Biology, PhD in STEM Education</p> <p>Too early to assess the impact of these new programs.</p> <p>BFA Foundation Program            BFA in Design            BFA in Fine Arts            BFA in Artisanry</p>

Number of education-related research grants	AY14-15: 14 AY15/16: 12 to date
Number of interdisciplinary programs	AY14-15: BS in Data Science MS in Data Science MS in Healthcare Management MS in Tech Management AY15/16: PBC in Industrial & Systems Engineering
Number of research/creative endeavors having national/international recognition	AY14-15: 4 AY15/16:
Number of students participating in experiential learning:	
--internships	AY14-15: 1298 AY15/16: 1206
--study abroad	AY14-15: 114 AY15/16: 95
--research,	AY14-15: 45 AY15/16: 38
-- service learning	AY14-15: 5,850 (72% of graduating class) AY15/16: 6,333 (81% of graduating class)
--capstone	All undergraduates are required to graduate with a capstone experience as part of their University Studies requirements

## GOAL 2: Integrated Student-centered Experiences

### 2014-2020 Key Strategies

- Recruit and retain talented and diverse undergraduate and graduate students.
- Enhance and diversify graduate fellowship funding.
- Enhance academic support resources.
- Provide resources/tools for improved academic advising.
- Enhance Living and Learning Community programming.
- Develop comprehensive marketing plans to increase enrollment at UMass Dartmouth.

Goal 2 Performance Measures	09/14-06/16 by year:
Graduate enrollment (headcount) and quality of students	AY14-15: Masters (1013), Doctorate w/o JD (270), JD (215) AY15/16: Masters (967), Doctorate w/o JD (285), JD (203)
Undergraduate enrollment (headcount) and quality of students	AY14-15: 7454 – 3.15GPA/1029 inc. CN & Pathways AY15/16: 7295 – 3.20GPA/1029 inc. CN & Pathways
Number of students matriculating through articulation agreements	AY14-15: 86 articulation agreements AY15/16: 92 articulation agreements
First to second year retention	AY14-15: 75% AY15/16: N/A
4- and 6-year graduation rate	AY14-15: 4yr = 26%/6yr = 46%

	AY15/16: N/A
Diversity among students at both the undergraduate and graduate levels: women, minorities, persons with disabilities, and veterans	<p>AY 14-15 Students of Color: undergraduate 29.6% Students of Color: graduate/law 16.8%</p> <p>AY 15/16 Students of Color: undergraduate 31.9% Students of Color: graduate/law 19.7%</p> <p>AY 14-15 Women: undergraduate 47.6% Women: graduate/law 48.5%</p> <p>AY 15/16 Women: undergraduate 48.2% Women: graduate/law 52.2%</p> <p>AY 14-15 Veteran: undergraduate 1.0%, w/dependents 1.3% Veteran: graduate/law 3.6%, w/dependents 4.1%</p> <p>AY 15/16 Veteran: undergraduate 1.2%, w/dependents 1.4% Veteran: graduate/law % 3.0%, w/dependents 3.6%</p> <p>Students with Disabilities are &lt;3.0% as reported to IPEDS</p>
Number of residential programs and student participation in programs	AY14-15: 1581 AY15/16: 1397
Student participation in Student Activities with an emphasis on commuter student participation	AY14-15: 31,399 total students participated in various events throughout the year AY15/16: 24,563 participated in various events throughout the year
Student participation in Athletics intramural programs with an emphasis on female participation	AY14-15: 28 programs/19 female participants AY15/16: 164 programs/94 female participants
Percentage of seniors who express that the campus staff were helpful, considerate, and/or flexible	AY14-15: 70% AY15/16: 67%
Percentage of seniors reporting that this institution provided help in coping with work, family and other non-academic responsibilities	AY14-15: 54.3% - Very much to some help 45.7% - Very little help  No Data for AY15-616

**GOAL 3: An Active and Engaged University Community to Achieve Excellence in Research, Scholarship, and Innovation**

**2014-2020 Key Strategies**

- Attain Carnegie Doctoral Research University status by 2020.
- Realign and bolster faculty lines to meet enrollment and research growth.
- Establish seed funding for new research projects and collaborations.
- Enhance Sponsored Research Administration and Research Development functionality and effectiveness.
- Establish a Research, Scholarship, and Innovation Advisory Council.
- Ensure appropriate and timely use of Indirect Cost Recovery funds.

<b>Goal 3 Performance Measures</b>	<b>Total: 09/14-06/16</b>
Achievement of Doctoral Research University status	Completed
Number of faculty lines added to support enrollment and research growth	AY14-15: T/TT = 17 AY15/16: T/TT = 14
Number of grants overseen by the Sponsored Projects Administration office	AY14-15: 145 awards AY15/16: 146 so far
Amount of internal seed funding that is leveraged	AY14-15: \$39k+\$121k (excluding colleges) AY15/16: \$42k+\$128k (excluding colleges)
Number of patent applications	AY14-15: 3 AY15/16: 5
Amount of external funding for research	AY14-15: \$13,948,000 AY15/16: \$13,146,000 so far

**GOAL 4: Highly Productive Collaborations, Partnerships, and Community Engagement**

**2014-2020 Key Strategies**

- Develop an administrative plan that defines, prioritizes, and assesses mutually beneficial community partnerships, collaborations, and outreach to address key challenges of health, education, environmental sustainability, and access to justice.
- Improve current administrative structures to better coordinate community engagement initiatives/activities in regional pre-K-12 outreach, and community health, and justice initiatives.
- Improve the effectiveness and impact of community engagement initiatives/activities/research that will make meaningful contributions on a regional, national, and global scale and result in peer-reviewed academic publications and presentations.
- Increase educational attainment opportunities in the region through effective partnerships with K-12 schools and community colleges.
- Nurture the UMass Dartmouth Living Gallery project.
- Work with local and national governmental agencies, companies, and non-profit organizations to foster economic development, innovation, and entrepreneurship.

<b>Goal 4 Performance Measures</b>	<b>Total: 09/14-06/16</b>
External recognition (e.g., peer-reviewed publications, grants, gifts, awards, professional activity) for faculty involved with engaged pedagogy, practice, and research	AY14-15: 17 AY15/16: 18
Number of faculty presentations of engaged research at national conferences	AY14-15: 16 AY15/16: 12
Carnegie Community Engagement classification	AY14-15: Achieved AY15/16: Maintained
President's Higher Education Honor Roll designation with Distinction	AY14-15: Achieved AY15/16: Announcement Pending
Number of teacher preparation programs aligned with current and emerging needs of the region, including increased demand for curricular rigor in STEM	<p><b>High needs STEM fields are:</b>  Biology, initial and professional  Chemistry, initial  Physics, initial  General Science, initial and professional  Math 5-8, initial and professional  Math 8-12, initial and professional  <b>10 programs</b></p> <p><b>Foreign Language and English are on the federal high needs list. Those include:</b>  Spanish 5-12, initial and professional  Portuguese 5-12, initial and professional  English 5-8, initial and professional  English 8-12, initial and professional  <b>8 programs</b></p> <p><b>Programs we have that meet a local need, and lead to endorsement through the state (not UMD endorsed) are:</b>  Moderate Disabilities pre-K- 8, 5-12  ESL pre K-6, 5-12  <b>4 programs</b>  <b>TOTAL PROGRAMS - 22</b></p>
Number of pre-service and in-service teacher certification and K-12 teacher development programs in key areas such as ELL, STEM and the Arts	Biology, initial and professional Chemistry, initial Physics, initial General Science, initial and professional Math 5-8, initial and professional Math 8-12, initial and professional Visual Art prek-8, initial and professional Visual Art 5-12, initial and professional Music, all levels, initial

	<p><b>15 programs</b></p> <p><b>Other key areas are (federal high needs):</b>  Spanish 5-12, initial and professional  Portuguese 5-12, initial and professional  English 5-8, initial and professional  English 8-12, initial and professional  <b>additional 8 programs</b></p> <p><b>Teacher Development Programs (leading to state endorsement)</b>  Moderate Disabilities pre-K- 8, 5-12  ESL pre K-6, 5-12  <b>additional 4 programs</b></p> <p><b>TOTAL PROGRAMS - 27</b></p>
Number of dual enrollment programs with high schools and community colleges	AY14-15: 84 students AY15/16: 77 students
Economic impact and entrepreneurial development through enhanced research activity	AY14-15: Not yet determined AY15/16:
Number of start-up companies including the number of Technology Venture Companies at the ATMC	AY14-15: 17 AY15/16: 20

**GOAL 5: Infrastructure and Processes in Support of Excellence**

**2014-2020 Key Strategies**

- Complete Facilities Master Plan that reflects institutional commitment to sustainability.
- Engage in continuous improvement activities to increase efficiency and effectiveness in administrative and support processes.
- Implement transparent and timely budget processing, tracking, and control.
- Attract, recruit, develop, and retain a highly qualified, motivated, and diverse faculty and staff.
- Expand marketing and realign resources to enhance internal pride, raise external awareness, and meet recruitment and fundraising goals.
- Evaluate the IT infrastructure and operations to develop and implement a long-term plan to support teaching and learning, the research endeavor and University operations.
- Realign the fundraising infrastructure for future growth in terms of personnel and fundraising practices.
- Enhance fundraising at UMass Dartmouth to include entry and completion of the campaign within the UMass System.

<b>Goal 5 Performance Measures</b>	<b>Total: 09/14-06/16</b>
Investments in renovations and buildings	<p><b>1. Support and reduce the campus deferred maintenance</b></p> <ul style="list-style-type: none"> <li>• The Office of Master Planning  Capital Projects has set of goal of \$5million for deferred maintenance projects to date spent \$4,628,100.24. <ul style="list-style-type: none"> <li>○ Sightlines is reporting that the FY15 DM \$/GSf is at \$174/GSF which is a reduction of what was reported in FY14 \$179/GSF.</li> </ul> </li> </ul> <p><b>New Projects:</b></p> <ul style="list-style-type: none"> <li>• Lab Renovations - \$12.5M currently to date</li> <li>• Interior Quad Steam Line replacements for Summer 2016 have begun construction;</li> <li>• Gas line replacements for CVPA and SENG have begun construction;</li> <li>• SMAST I – Priority Deferred Maintenance - \$2.2M has been bid out and will start construction. This is part of the \$55M SMAST Expansion project;</li> <li>• Evergreen and Willow Hall Chiller Replacement this summer - \$500K;</li> <li>• Cressy Baseball and Softball Field/complex replacement \$500K</li> <li>• Cressy Athletic Field Replacement this summer - \$1M;</li> </ul> <p><b>2. Advocate to maintain funding for new academic buildings through the state capital plan.</b></p> <ul style="list-style-type: none"> <li>○ SMAST Expansion funding was included in the Baker Administration’s FY17 Capital Plan. Additional capital funding needs will need to be continued to be advocated for through the EOE/DCAMM Strategic Planning process. This along with continued advocacy to the legislative delegation is critically important.</li> </ul> <p><b>3. Demonstrate measurable progress in capital projects:</b></p> <p>a. Charlton College of Business Expansion TOTAL PROJECT COST: \$15Million</p> <ul style="list-style-type: none"> <li>• Construction has begun on the 22,000 SF Learning Pavilion. Current on schedule and on budget.</li> <li>• The schedule on the project is trending very favorably for the facility to be in operation and in a position to host classes for Fall 2016. <ul style="list-style-type: none"> <li>○ ribbon cutting will be held 20-Oct.</li> </ul> </li> </ul> <p>b. SMAST II TOTAL PROJECT COST: \$55 million</p> <ul style="list-style-type: none"> <li>• Substantial Completion Projected – Sept-2017 <ul style="list-style-type: none"> <li>○ Construction activities have commenced and</li> </ul> </li> </ul>

	<p>the project is currently tracking on schedule and on budget. This will coincide with the lease termination date of the Fairhaven facility.</p> <p>c. Integrated Science &amp; Engineering Building (ISEB)</p> <ul style="list-style-type: none"> <li>○ Designer: Ellenzweig</li> <li>○ DCAMM</li> <li>○ Ellenzweig is currently in the programming and existing conditions study phase for DCAMM and UMass Dartmouth with a direction to complete a STEM Mini-Masterplan. <ul style="list-style-type: none"> <li>○ iSEB funding was not included in the Baker Administration's FY17 Capital Plan, however DCAMM is allowing the designer complete the existing conditions and programming study of the (5) STEM facilities.</li> </ul> </li> </ul>
<p>Improve the number of qualified (and qualified, diverse) applicants</p>	<ul style="list-style-type: none"> <li>• Human Resources has attended two diverse Career Fairs to increase the number of qualified and qualified diverse applicants in our applicant pools.</li> <li>• Human Resources and ODEI has increased our advertising venues with every position posted which include Veteran's, Disability and Under-represented sites. January 2015.</li> <li>• Develop an advertising statement which will emphasize diversity and the University's values.</li> <li>• Develop a measurement requirement for all sites for the publication.</li> <li>• Subscribe to the Registry to advertise all faculty and professional searches. Implemented November 2015.</li> <li>• Explore the relationship with HERC services. System Level contract was established with HigherEdJobs.com November 2015.</li> <li>• Role out Special Opportunity Hires for Professionals Implemented January 2015.</li> <li>• Office of Diversity, Equity and Inclusion (ODEI) completed the campus affirmative action plan for the campus as of March 31, 2016. AA Plan will be finalized by Fall 2016</li> <li>• Efforts will be made to work with Deans and hiring authorities across campus to address the shortfalls in each of their areas. Meetings to be scheduled in Fall 2016</li> <li>• The Special Opportunity Faculty Hire Process 8 hires during AY 15-16.</li> <li>• ODEI submitted a master advertisement to the</li> </ul>



	<p>Chronicle in an effort to promote the available faculty positions at UMass Dartmouth. Implemented October 2015.</p> <ul style="list-style-type: none"> <li>• HR continues to place ads in diverse venues to increase the diversity of the applicant pools.</li> <li>• HR and ODEI are reviewing alternatives to the present charge process online . Initiative on hold due to anticipated implementation of system level applicant tracking system</li> <li>• HR and ODEI are involved in an UMass system-level applicant tracking committee charged to secure a new system-wide Applicant Tracking System (ATS) Due to the budget deficit the funding for this position and effort has been eliminated.</li> </ul>																								
<p>Voluntary and involuntary turnover among qualified (and qualified, diverse) faculty and staff</p>	<p>Turnover Report Academic Year 2013 - 2014</p> <p><b>FACULTY</b></p> <table border="1" data-bbox="802 821 1560 856"> <thead> <tr> <th></th> <th><b>Voluntary Terminations</b></th> <th><b>Involuntary Terminations</b></th> </tr> </thead> <tbody> <tr> <td>Non-Diverse:</td> <td>19</td> <td>1</td> </tr> <tr> <td>Diverse:</td> <td>2</td> <td>2</td> </tr> <tr> <td>Total Faculty:</td> <td>21</td> <td>3</td> </tr> </tbody> </table> <p><b>STAFF</b></p> <table border="1" data-bbox="802 1104 1560 1140"> <thead> <tr> <th></th> <th><b>Voluntary Terminations</b></th> <th><b>Involuntary Terminations</b></th> </tr> </thead> <tbody> <tr> <td>Non-Diverse:</td> <td>55</td> <td>7</td> </tr> <tr> <td>Diverse:</td> <td>9</td> <td>1</td> </tr> <tr> <td>Total Faculty:</td> <td>64</td> <td>8</td> </tr> </tbody> </table>		<b>Voluntary Terminations</b>	<b>Involuntary Terminations</b>	Non-Diverse:	19	1	Diverse:	2	2	Total Faculty:	21	3		<b>Voluntary Terminations</b>	<b>Involuntary Terminations</b>	Non-Diverse:	55	7	Diverse:	9	1	Total Faculty:	64	8
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<p>Faculty and staff satisfaction improvement</p>	<p>Not yet determined.</p>																								
<p>Administrative and support processes made more efficient and effective</p>	<p><b>1. Centralization of Accounts Payable</b></p> <ul style="list-style-type: none"> <li>• This project allows for improved internal controls through redeployment of resources as the campus transfers invoicing processing to the Central office in the Sciequests Accounts Payable Director module. Salary savings of \$50,000</li> </ul> <p>We are also examining the potential to migrate additional accounts payable functions to central administration.</p>																								

	<p><b>2. Overall reduction in ProCard Use</b></p> <ul style="list-style-type: none"> <li>• Reduction of Procard use has occurred while monitoring of Procard use with Buyways punchout vendors <ul style="list-style-type: none"> <li>○ 42% Reduction in Spend since FY12</li> <li>○ 25% Reduction in Spend since FY15</li> </ul> </li> <li>• Realign Audit Process <ol style="list-style-type: none"> <li>1. Weekly tracking of suspicious activity.</li> <li>2. Re-allocation of procard expenses has reduced un-allocated from \$250k to \$29k.</li> </ol> </li> </ul> <p><b>3. Paperless travel expense reporting</b></p> <ul style="list-style-type: none"> <li>• In the last six months Dartmouth has migrated to a paperless travel program;</li> <li>• Utilizing the functionality in PeopleSoft Expense Report travelers can upload invoices to their expense reports.</li> <li>• By September 1, the Campus will transfer to a Post-Audit travel expense system. The transfer of AP to Shrewsbury and paperless travel, the overall staff reduction is 1.5 from 2.5</li> </ul> <p><b>4. Time to Hire - Noted as Completed</b></p> <ul style="list-style-type: none"> <li>• PART TIME LECTURERS AND BENEFITED PART TIME LECTURERS <ul style="list-style-type: none"> <li>○ Streamline the Part time Lecture hiring process (time spent reviewing the process vs the amount of actual staff hired) creating speed and efficiency for the hiring of the Part time Lecture. A College Dean with advice of department may hire PTL without involvement of EEO (no charge, no EEO Assurance Form/EEO sign-off); Hiring paperwork for PTL's sent directly to HR</li> <li>○ Re-appointment letters for returning lecturers no longer require a confirming signature from the employee. New Hires and Reappointments no longer require approval from the Office of Diversity, Equity and Inclusion.</li> </ul> </li> <li>• CLASSIFICATION OF POSITION DESCRIPTIONS-(ESU) <ul style="list-style-type: none"> <li>○ Implemented weekly and /or bi-weekly classification meetings as opposed to monthly meetings so that the recruitment process may commence sooner.</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>• SEARCH AND SCREEN COMMITTEE CHARGE</li> </ul> <p>The Office of Human Resources &amp; the Office of Diversity, Equity and Inclusion will commence with search and screen charges two days per week The charge will be valid for one year. This process will assist with expediting searches by allowing members who have been charged to immediately begin the recruitment process.</p> <p><b>5. Facilities Work Order System</b></p> <ul style="list-style-type: none"> <li>• Work order enhancement process has been implemented and is reviewed weekly.</li> <li>• Work order (w/o) backlog has been driven down to below 500, split between 8 trade areas. <ul style="list-style-type: none"> <li>○ During the past quarter 2900 w/o were generated and 3234 w/o closed out.</li> <li>○ Average response times - 3.84 days on the State side and 1.18 days within residential life.</li> </ul> </li> <li>• New DCAMM CAMIS system migration under way. The new platform is IBM Tririga.</li> </ul> <p><b>6. Space Utilization (i.e. continue process of centralizing space management)</b></p> <ul style="list-style-type: none"> <li>• ATMC and Conference and Events service staff have assessed the conference space at the ATMC for utilization for events, developed a centralize event usage plan and centralized the space management.</li> </ul> <p><b>7. Increased use of technology by Public Safety</b></p> <ul style="list-style-type: none"> <li>• Installation of 50 additional cameras (with a total of 150) in strategic locations Added several roadway cameras in high density housing areas Completed in conjunction with CITS</li> <li>• Continue to explore automated license plate readers and technology. Ongoing</li> <li>• The Residential security vendor is utilizing technology to ensure compliance, monitoring of their staff's activity and responsibilities.</li> <li>• Progress with the installation of lighting and parking modification plan for pedestrian safety on Ring road from the Public safety building to Cedar Dell road - Complete</li> <li>• new lab integration and other critical areas with card access readers – Ongoing <ul style="list-style-type: none"> <li>○ Card access has been installed on 280 doors (June 16)</li> </ul> </li> <li>• All lab renovations / renewals include the installation of sensors to address critical temperature and humidity issues</li> </ul>
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	<p><b>8. Multi-Print Device Optimization Initiative</b></p> <ul style="list-style-type: none"> <li>• Analysis and Feasibility of Optimization of Print Devices on campus with mobile print capability as has a white paper outlining the opportunity has been completed</li> </ul> <p><b>9. IT Asset Management Redesign</b></p> <ul style="list-style-type: none"> <li>• Analysis cradle to grave of the management of IT assets to improve overall efficiencies enhanced quality assurance and improved customer service for the life of IT Assets has been completed</li> <li>• Once recommendations are implemented efficiencies will be realized the reduce the cycle time from need determination to delivery by 40% while enhancing the integrity of the Asset Management Database</li> </ul> <p><b>10. Outsourcing bookstore</b></p> <ul style="list-style-type: none"> <li>• Increased revenue through a commission related contract with Follett. Reduced liability on university operation. Reduction of salaries to the university operation</li> </ul> <p><b>11. Student Payroll</b></p> <ul style="list-style-type: none"> <li>• Corsair Jobs  Student Employment system has been implemented and ahead of the Spring 2016 Semester CORSAIR Jobs offers increased functionality for both student employees and supervisors</li> </ul>
<p>Transparent and timely budget development, monitoring, and control processes</p>	<p><b>1. Improve financial sustainability through entrepreneurial initiatives, budget monitoring and control</b></p> <ul style="list-style-type: none"> <li>• Provide regular budget updates and financial reports to Cabinet, Deans, and Senior Leadership Conference</li> <li>• Making progress in implementing a transparent timely budget development, monitoring and central process <ul style="list-style-type: none"> <li>○ The budget office is able to “quarterly” close, but have not distributed to the community. Plan to distribute quarterly information in FY17 to various levels of campus community. Work with the Budget Planning Council for the FY18 budget process.</li> </ul> </li> <li>• Scheduled meetings with members of Cabinet, Deans and Senior Leadership have occurred and are underway to review College and Departmental budgets- Completed Fall 2015 to continue in FY17 (already started)</li> <li>• Two presentations (late fall/late spring) by AVC to Faculty Senate</li> <li>• Budget meetings held with Dean’s and Executive Leadership in Spring 2016; to continue in FY17</li> </ul>

	<ul style="list-style-type: none"> <li>The Budget office will publish the FY17 Budget when final decisions are made by Senior Leadership.</li> </ul>
Document-imaging project completed	<ul style="list-style-type: none"> <li>Spring of 2016 the launch of the Financial Aid and Student Records is complete</li> </ul>
Identity management initiative implemented	<ul style="list-style-type: none"> <li>New target: December 2016 due to UITS and multi-campus dependencies.</li> <li>Student records requires workflow and will be a BDL implementation Fall / Winter 2016; needs to be coordinated with DI software upgrade.</li> </ul>
Endowment funds per student FTE compared to peers	<ul style="list-style-type: none"> <li>Last available peer comparison figures are from 2015: UMass Dartmouth \$6,296; Peers \$10,914 UMass Dartmouth as of 5/31/2016 \$6,591, but this has not been adjusted for FTE (full time equivalency).</li> </ul>
Fundraising infrastructure realignment	<ul style="list-style-type: none"> <li>New Interim Vice Chancellor was hired in May 2016 and charged with reorganizing the division and infusing the organization with a foundation of best practices, starting from the ground up.</li> <li>Work on the infrastructure of data, systems, training, and best practice policies and procedures has rapidly been moving forward since May 2016.</li> </ul>
Major capital campaign goal achieved by 2021	<ul style="list-style-type: none"> <li>The current Interim Vice Chancellor, along with outside consultants, have concluded that the infrastructure and basic foundational work needed in Advancement is so extensive that the operation is virtually being addressed as a start-up.</li> <li>Launching a comprehensive fundraising campaign is years away</li> </ul>
Annual giving goals achieved	<ul style="list-style-type: none"> <li>This goal was not met due to lack of basic infrastructure: data, systems, analytics, reporting, support, procedures, and communications.</li> <li>Formal strategic and operating plans for fiscal 2017 will be in place by the end of the summer to guide the efforts of the Advancement division and provide realistic but ambitious goals and milestones.</li> </ul>