

UMASSDTRANSFORM2020
Strategic Plan for the University of Massachusetts Dartmouth

Dear Colleagues:

I am pleased and proud to present *UMassDTransform2020*, the strategic plan that charts the course for UMass Dartmouth beginning in Fall 2014 through the year 2020. As we celebrate this year the 50th anniversary of the groundbreaking ceremony for the construction of the campus, it is a propitious time to launch our new strategic plan.

Led by Provost Mohammad Karim, we constituted a 42-member Strategic Plan Committee, composed of faculty, staff, students, and community leaders. The process began in May 2013 when the committee was initially convened, and ended in April, 2014 when a number of stakeholder meetings were held to obtain feedback on the plan. Through the past year, the committee identified strategic priority areas, formed strategic priority working groups, and engaged additional internal and external community members in the process.

The working groups conducted multiple meetings to develop goals in their respective priority areas and produced a white paper for each strategic priority. There were ample opportunities to provide comments and suggestions through Town Hall meetings on campus and in forums with business leaders, legislators and elected officials, K-12 superintendents, and alumni.

By 2020, UMass Dartmouth aspires to attain national status as a Doctoral Research University. *UMassDTransform2020* affirms that the transformative education of our students is our highest priority, building upon the reciprocal and enduring community partnerships that are a substantive part of our campus legacy. As an anchor institution in Southeastern Massachusetts, we pledge to collaborate productively with K-12 schools to increase educational attainment and college completion and with business and government leaders to foster entrepreneurship and economic innovation based on the application and commercialization of research.

UMassDTransform2020 has been a galvanizing experience for our internal and external communities as we have created the blueprint for UMass Dartmouth to achieve our ambitious goals. With student success as the central focus, this plan will enable UMass Dartmouth to enhance our role as an intellectual, economic and cultural catalyst in the region, the Commonwealth, the nation and the world.

Warmest regards,

Divina Grossman
Chancellor

UMASS DARTMOUTH HISTORY

UMass Dartmouth traces its roots to 1895, when the Massachusetts Legislature chartered the New Bedford Textile School (1895-1947) and the Bradford Durfee Textile School (1895-1946) in Fall River to educate workers for what were then the centers of textile manufacturing in the United States. As the economy of the SouthCoast shifted from textiles to more diverse manufacturing and service industries, the Schools diversified in response to the needs of a new generation of students, preparing them to become engineers, health care workers, teachers, and business leaders.

By the middle of the twentieth century, the Schools grew rapidly, spurred by the GI Bill and the economic and social needs of the region. The two Schools became the New Bedford Institute of Technology (1947-1962) and in Fall River, the Bradford Durfee Technical Institute (1946-1957), and later the Bradford Durfee College of Technology (1957-1962).

In 1962, the Legislature established the Southeastern Massachusetts Technological Institute (SMTI) by merging these Fall River and New Bedford Schools. The groundbreaking for the 710-acre campus in Dartmouth, located between New Bedford and Fall River, occurred on June 14, 1964. Envisioning an academic utopia in the region at a time of social ferment and student unrest, Paul Rudolph, Dean of the Yale School of Architecture, designed a campus in a strikingly modern Brutalist style.

Increased demand for public higher education led to the expansion of SMTI to become the Southeastern Massachusetts University in 1969. SMU continued to grow through the 1970s and the 1980s, as residential, research, and studio facilities were constructed. In 1988, the Swain School of Design in New Bedford merged with the College of Visual and Performing Arts, strengthening academic programs in the visual arts.

Following the Saxon Commission Report, in 1991 a new University of Massachusetts System structure was created, and SMU became the University of Massachusetts Dartmouth. In 1997, in response to the needs of the region's fishing industry and for coastal ecosystem preservation, the School for Marine Science and Technology (SMAST) was established on the waterfront in downtown New Bedford. Five years later, also in downtown New Bedford, the University opened the Star Store campus, renovated from a landmark department store into a vibrant visual arts center that has sparked economic revitalization in the city's historic district. In 2001, the University completed the \$14 million Advanced Technology and Manufacturing Center in Fall River at the site of the old Kerr Mill Complex, as a research and incubator facility for start-up companies and UMass Dartmouth faculty. In 2010, the Southern New England School of Law joined UMass Dartmouth as the UMass School of Law Dartmouth, the first and only public law school in the Commonwealth.

OVERVIEW

With the arrival of Chancellor Divina Grossman in 2012 and Provost Mohammad Karim in 2013, and with the exceptional leadership of President Robert Caret and the support of the University of Massachusetts System, UMass Dartmouth launched its strategic planning process, *UMassDTransform2020*.

Through *UMassDTransform2020*, UMass Dartmouth aims to effectively prepare citizens of the Commonwealth for an increasingly global economy, to increase K-12 educational attainment and college completion, and to foster entrepreneurship and economic innovation in the region. Recognizing the complex challenges facing public higher education to support working-class families and sustain thriving and prosperous communities, UMass Dartmouth charts the course of our future with the following key strategic actions:

1. We will focus on the transformative educational experience of students as our highest priority.
2. We will embrace change that fosters innovative and enriched learning, dynamic and impactful research; and reciprocal and enduring partnerships with our community.
3. We will engage a diverse community of highly qualified and committed faculty, students, and staff to elicit the best results from the University's resources and infrastructure.
4. We will foment growth in the areas of environment, health, justice, and arts and culture.

PROCESS

UMassDTransform2020 began in the summer of 2013. A Strategic Planning Committee (SPC) was formed consisting of representative students, faculty, administrators, and community leaders. *UMassDTransform2020* was intended to emerge neither from the “top down” nor from the “bottom up” but to emanate from somewhere in the middle. Through a process involving SWOT (strengths, weaknesses, opportunities, and threats) analysis, breakout groups, and group discussions, the SPC developed drafts of the new Mission, Vision, and the Values of the University as the foundation of the process.

The SPC developed a list of functional areas regarded as Institutional Priorities: Undergraduate Education, Graduate Education, Student Experience, Research, and Partnerships. Work Groups were constituted to address each of these areas. In addition, Chancellor Grossman formed two special Task Forces, Fostering Entrepreneurship and K-12 Education. These Task Forces represent two strategic priorities of UMass Dartmouth with respect to its commitment as an anchor institution in the region.

Over the subsequent months, the Work Groups, the two Task Forces, as well as the seven Colleges and Schools sought input from various constituents. Each unit developed its own plans together with measurable goals, strategies, and initiatives. This *UMassDTransform2020* document embodies the compilation and synthesis of their considerable work. The strategic plan has been reviewed, critiqued, and revised after dialogue with University constituents including senior leadership, faculty, staff, and students; as well as stakeholder groups such as elected officials and legislators, K-12 superintendents, and business and corporate leaders.

STRATEGIC DIRECTION

By the year 2020, UMass Dartmouth expects to have transformed from a Regional to a National University, and from a Masters Institution to a Doctoral Research University. The goals of the Plan demonstrate an entrepreneurial spirit and a defined focus on research and

economic innovation through strategic growth in both undergraduate and graduate educational programs and technology transfer and research commercialization to catalyze regional economic prosperity.

With more efficient and effective administrative support, students, faculty, and staff will have easier access to the tools needed to create, discover, and implement ideas and programs. The University will continue to find dynamic and entrepreneurial ways of linking to the community and strengthening the local K-12 school system as our educational pipeline. More intense focus on marketing, alumni relations, and advancement will pave the way for UMass Dartmouth to reach its destiny as a global, national, and local preeminent university.

Finally, UMass Dartmouth will streamline processes and systems to forge operational excellence and devote careful attention to financial sustainability through responsible stewardship of fiscal resources.

As it has been in the past, so it will be in the future: UMass Dartmouth will continue to be engaged in the community and the region and play a distinct leadership role to ignite economic, social, and cultural development in the Commonwealth, the nation and the world.

GUIDING PRINCIPLES

MISSION

UMass Dartmouth distinguishes itself as a vibrant, public research university dedicated to engaged learning and innovative research resulting in personal and lifelong student success. The University serves as an intellectual catalyst for economic, social, and cultural transformation on a global, national, and regional scale.

VISION

UMass Dartmouth will be a globally recognized premier research university committed to inclusion, access, advancement of knowledge, student success, and community engagement.

VALUES

At UMass Dartmouth, we value excellence, diversity, transparency, student-centeredness, accountability, innovation, engagement, collaboration, collegiality, and safety. We recognize that these principles are essential to fulfill our mission and to assure the success of our students, faculty, staff and the broader community. These values are demonstrated in our priorities and our actions. Our campus is a safe, collaborative, and collegial environment for all people to exchange ideas, generate innovation, and build a sustainable future. We foster a trusting and engaged community that places the students at the heart of our institution.

UMASSDTRANSFORM2020 GOALS

The five goals of the *UMassDTransform2020* Strategic Plan provide the framework through which we build a University culture that continually and agilely adapts to the complex challenges and ever-changing landscape of public higher education.

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

The University of Massachusetts Dartmouth will vigorously contribute to the advancement of knowledge through the development of innovative and high-impact research and academic programs that are integrative, interdisciplinary, and promote critical thinking, problem-solving, and creativity.

The major indicators of research and academic impact are student success, faculty productivity and stature, program research performance and recognition, and societal impact. UMass Dartmouth is committed to continuous improvement, enhancement of the research and teaching/learning environment, a culture of collaboration and interdisciplinary partnerships; and the recruitment and development of outstanding and diverse faculty, staff, and students.

Education and research will be integrated into every aspect of campus planning and decision making, beginning with the recruitment of new tenure-track faculty whose research and scholarly record shows great promise. Transitioning to a Doctoral Research University requires a culture change that encompasses faculty research development, provision of rewards and incentives to promote successful scholarship and grantsmanship, building a modern research infrastructure, and support and mentorship of undergraduate and graduate students to participate in research across the disciplines.

To address the needs of exceptionally talented students and those with leadership potential, UMass Dartmouth will enhance highly attractive programs such as Honors and Endeavor Scholars, and seek new program opportunities that heighten student interest and increase recruitment. UMass Dartmouth will support departments in the development and implementation of innovative academic programs that focus on emerging disciplinary and interdisciplinary areas and address contemporary global, national, and regional issues. New graduate programs, particularly at the doctoral level, will be established in areas of high demand and strategic importance that expands scientific knowledge and undergirds economic innovation.

UMass Dartmouth is committed to curricular transformation through pedagogical approaches that promote integrative learning. These pedagogies include service learning, problem-based learning, collaborative learning, and experiential learning which deeply engage students and enable them to connect the content they learn with the practical and social context where the learning is applied. In addition, new curricular options will delineate a variety of pathways that accelerate progress toward degree completion. These include five-year

baccalaureate/masters programs, competency-based learning initiatives, blended and fully online learning formats, and flexible scheduling.

The students' educational experience will also integrate high quality, enriched, and meaningful out-of-classroom engagement through which students apply and reflect upon their expanding knowledge, skills, and understanding. Resources will be invested in the deployment of engaged learning strategies including internships, service learning, study abroad, and undergraduate research. To ensure the success of every student, we will commit to continuous quality improvement through ongoing assessment of our programs and co-curricular activities.

GOAL 2: Integrated Student-Centered Experiences

The success of undergraduate and graduate students through a transformative educational experience will be UMass Dartmouth's highest priority. To enable students to progress toward achievement of their educational, personal, and career goals, investments will be made in key areas that support student success. In addition to providing vibrant learning experiences, the University is committed to improving student support services including academic advising, athletics, living and learning communities, and campus activities, among others. Curricular and co-curricular learning will be integrated as a coherent whole, making dynamic and flexible connections for students. Institutional and organizational policies and practices will be revamped to facilitate student success.

The University will recruit talented and diverse undergraduate and graduate students and will deliver high-impact educational and support experiences. Transfer and non-traditional students will be an important target population for recruitment. Academic advising programs and other types of tutorial services will be enhanced to support student retention and success. Expansion of experiential learning opportunities within the campus community, the region, and across the globe will be an important priority as well as co-curricular social activities and athletic programs. Additionally, mechanisms to advertise, market, and brand all of the various campus opportunities will be coordinated and disseminated through multiple social media.

Staff excellence is an important component for virtually all of the University's activities. Most staff have daily interactions with faculty and students that contribute significantly to the overall educational and research experience. Building a student-centered culture with an emphasis on quality of student services will be a priority. Support of the staff's professional development and recognition of staff excellence will help bolster this cultural change.

To develop a stronger learning community, the University will expand efforts to promote the diversity of faculty and staff and engender a culture of inclusiveness. Forging a powerful campus identity through enhancement of campus traditions and a campaign to build Corsair pride will be important. The University will plan and implement a marketing program that

showcases the talents and accomplishments of students, faculty and staff to heighten the sense of pride and achievement among our internal and external constituents.

Investments will be made through the UMass Living Gallery project to improve the campus environment and soften the Brutalistic-designed facilities using mural art, sculpture, hanging gardens, and nature trails. Making the campus an artistic, cultural, and architectural destination not only enhances livability but also invites the external community inside for intellectual stimulation and recreation, thus establishing more porous boundaries that promote a richer educational, social, and cultural experience for students. More shared and collaborative spaces to foster student interaction with their peers as well as with faculty will be developed or renovated. Technology investments and enhancements will focus on learning enhancement and academic retention for students in this digitally savvy age.

GOAL 3: An Active and Engaged University Community Focused on Excellence in Research, Scholarship, and Innovation

UMass Dartmouth will be recognized globally, nationally, and regionally for impactful research, scholarship, and innovation that reflect the expertise of its faculty and staff, the strengths of its programs, and the needs of the region and the Commonwealth. To accomplish this goal, the University will be actively engaged in a well-defined pathway to achieve national status as a Carnegie Doctoral Research University (DRU).

UMass Dartmouth will recruit, retain, and enable highly qualified faculty and staff to expand the research enterprise and foster research-based economic innovations. Teaching, service, research, scholarship, and innovation activities will be integrated and balanced to assure faculty success. Administrative support of faculty, students, and staff engaged in research and scholarship as well as in efforts to secure research funding from federal, state, and industry partners will be crucial. A high degree of synergy between research and the education of graduate and undergraduate students will be promoted.

Investments in core research facilities and new equipment and renovation of research laboratories to promote interdisciplinary research and strengthening the research administrative infrastructure are essential to bolstering the University's research capabilities. Capitalizing on faculty research expertise, major partnerships with key industries and with federal and state governments, as well as support from philanthropic foundations constitute new opportunities to yield new resources for research. Faculty cluster hires in strategic research areas, enhancement of graduate student support, and marketing to highlight faculty research successes are important components of the plan.

UMass Dartmouth has the opportunity to engage alumni who are executives of corporations in the Commonwealth and across the country as well as community business leaders in

promoting an entrepreneurial culture among faculty and students through entrepreneurship events, technology forums, and other opportunities for business coaching and mentorship. Leveraging partnerships with local industries and extending collaborations with other UMass campuses and national and global agencies and companies will increase the likelihood of success in spawning economic innovation.

An explicit plan for the commercialization of products, patents and licenses, and faculty-initiated companies will be established and adequate administrative support will be provided. High priority will be placed on rewarding and recognizing excellence in research, scholarship, and innovation, and in fostering interdisciplinary and cross-disciplinary efforts. The Research, Scholarship, and Innovation Advisory Committee will have a significant role in shaping the planning and implementation of this goal.

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

From its inception, UMass Dartmouth has played a catalytic role in the region in economic, social, and cultural development. One among the first cohort of universities to achieve Carnegie Community Engagement classification, the University through its Colleges and Schools and the Leduc Center for Civic Engagement has established an extensive imprint of community service and leadership in the South Coast through service learning, volunteerism, and other programs. True to this history and rich legacy, the University will continue to support and expand collaborations that enable a mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. Ensuring that the enduring and impactful collaborations are documented in scholarly literature to share lessons learned and heighten UMass Dartmouth's visibility in the national arena will be crucial.

Collaborative initiatives will encourage faculty, staff, and students to make meaningful contributions on a regional, national, and global scale in STEM and economic innovation, public service, the performing arts, applied research, and other areas. UMass Dartmouth will sustain its contributions to economic development and the social and cultural well-being of the South Coast through community-based facilities including the expansion of the School of Marine Science and Technology (SMAST).

By clearly defining and prioritizing our partnerships, collaborations and outreach, the University will better serve our students and the needs of the broader community. The University's community engagement will leverage the faculty's expertise, student involvement and University resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; and prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

Given our role as a member of the UMass System, UMass Dartmouth will foster increased partnerships with other campuses in areas of shared expertise and strategic priority for the Commonwealth. We are committed to formulating solutions to regional, national and global problems in areas such as sustainable economic development, education, environment, fishing industry, health, manufacturing, and transportation.

A key focus of UMassDTransform2020 is to increase educational attainment and college completion in the region through partnerships with K-12 schools, community colleges, and state universities. As a member of the 10-year Connect partnership, the University can capitalize on opportunities to strengthen the pipeline from K-12 to UMass Dartmouth and Connect institutions. To address the regional challenges of educational attainment, UMass Dartmouth will enhance its Education degree and licensure programs by aligning teacher preparation with the current and emerging needs of the region in the context of increased demand for curricular rigor in STEM and improvement in pre-service and in-service teacher preparation. Emphasis for faculty research will be on teacher development in areas including English language learning, special education, science education, and mathematics education.

To support the development of a seamless pre-K-20 experience, UMass Dartmouth will increase opportunities for access to college-level work through dual-enrollment programs and provide more education to pre-K-20 students and parents to improve awareness of college opportunities and affordability with initiatives like the University's College Positive Program and the Kids2College Program. Collaborations between regional K-12 teachers and University faculty will be enhanced to address college readiness and to develop programming to bridge students from high school to the University.

GOAL 5: Infrastructure and Processes in Support of Excellence

A robust physical, technological, and administrative infrastructure that ensures a productive, safe, and positive environment for faculty, students, and staff is essential to the achievement of the strategic goals of *UMassDTransform2020*. The University is committed to ongoing cost containment efforts to improve efficiency and effectiveness throughout the institution and in partnership with the UMass System's Efficiency and Effectiveness Task Force initiatives.

The University will bolster the existing campus infrastructure and construct new facilities that are required to support and enhance teaching and learning, research, and partnerships with the community. The advent of new educational technologies and the increased demand and opportunities for online programming requires addressing the technological limitations associated with existing buildings and the need for new technology investments. Shortly after launching *UMassDTransform2020*, the Campus Master Plan will be developed and will serve as a roadmap for all future campus physical and technological improvements.

Attention to the development of a physical research infrastructure that includes research laboratories, new technologies, and the appropriate research development and compliance administrative staffing will be critical to transition to a Doctoral Research University. Campus security will be expanded to improve building access systems, campus lighting, and equipment that deter anti-community behaviors. The campus will deploy technologies such as audit and intrusion prevention systems to protect student, faculty and staff personal information and intellectual property.

To assure excellence at a time of financial challenges for public universities across the country, UMass Dartmouth will employ budget development and monitoring processes that are transparent, participatory, and realistic and that align resources with strategic objectives. Critical to our success will be the institutionalization of a reliable budget that integrates revenue projections from all sources with all operational and other expenses. In addition, there will be regular executive oversight to ensure continued alignment of new resources with strategic plan objectives.

The University will expand the Advancement infrastructure and accelerate fund raising to yield new and additional resources through engagement of faculty, administrators, staff, students, alumni, philanthropic donors and foundations. UMass Dartmouth will launch a Capital Campaign to catapult the campus to a national status as a Doctoral Research University through acquisition of philanthropic support for cutting-edge academic programs and research, scholarships, endowed professorships and fellowships, and named buildings, Colleges and Schools.

As well, UMass Dartmouth will engage in efficiency, effectiveness, and sustainability initiatives as well as organizational optimization. Administrative and finance functions will be aligned and enhanced to support the academic mission. We will continually focus on core functions, streamline business processes and commit to continually improving operational excellence and financial efficiency as well as reducing duplication and redundancies.