Goal 5: An effective physical, technical, fiscal and human infrastructure is in place to support academic activities.

Objectives:
- Complete and implement the facilities master plan.
- Develop a comprehensive safety and disaster plan for the campus.
- Plan for the renewal of faculty lines as faculty retire.
- Evaluate future needs for teaching, scholarship, and student service facilities that respond to the variety of learners and activities.
- Assure library holdings and electronic information systems are current and meeting the needs of learners.
- Continually monitor and upgrade technological infrastructure and services.
- Develop communication systems that inform the campus and external audiences of activities and opportunities.
- Increase fund-raising activities.

Goal for the SWOT Analysis: Human Infrastructure is in Place to Support Academic Programs

STRENGTHS
- Faculty: Numbers have returned to pre-2003 staffing levels (FY2001 – FTE=398.3; FY2002 – FTE=402.3; FY2003 – FTE=385.7; FY2004 – FTE=402.7; FY2005 – FTE=411.0; FY2006 – FTE=427.3; FY 2007(Fall 2006) – FTE=434.0). However, student/faculty ratios have increased from 15.1:1 in Fall 2001 to 17.5:1 in Fall 2006.

- Faculty & Staff diversity by gender and ethnicity has increased.

- Staff supporting services for students: Specialized staff skill sets on campus for students (e.g., one-stop enrollment center, counseling center, financial aid office). Campus has many veteran/experienced staff. The student/staff ratio (excluding faculty) has returned to pre-2003 levels: 11.4:1 in 1997; 13.3:1 in 2003; 11.4:1 in 2006.

- Administration: Hiring practices have been structured; creation of Ombudsperson’s office; shared governance between unions and management; flexibility to create positions to meet current demand.

WEAKNESSES
- Faculty: Lack of English proficiency among some faculty; too many courses taught by Part-Time Lecturers (increase of part-time lecturers from 46.3 FTE in FY02 to 75 FTE in FY07 (fall 2006)).

- Programs: Programmatic inefficiencies exist due to insufficient investment in qualified supporting faculty for some interdisciplinary programs, e.g., Indic Studies; whereas in others, the costs of instruction per SCH are far in excess of the mean for their College, e.g., Policy Studies (over $1600 per SCH compared to $220 for the CAS).
Staff: Lack of formal training and orientation for new staff hires (in department and for university) compared to the New Faculty Institute for faculty; outdated position descriptions; lack of transparency in requests for position upgrades; numbers not sufficient to support increased student enrollment; several understaffed offices.

Student/Staff Services: No workshops in critical areas of student needs; electronic directory does not provide office functions.

Administration: Problems allowed to fester due to inattention and slow problem-solving response; lack of formal supervisory training; hiring process cumbersome and lengthy; lack of training for chairs of Search & Screen committees; no information about office functions in Campus directory; no office of Study Abroad to support international studies; lack of access to UMass system-wide for program development.

OPPORTUNITIES

Faculty: Redeploy faculty to support community outreach; hire more research-oriented faculty if graduate education is a strategic priority; increase diversity; improve faculty networking and collaboration.

Staff: Need flexibility to create positions to meet current demand; develop formal cross-training programs within offices.

Administration: Dean’s Offices need to be more involved in building morale and a sense of community among faculty; increase involvement opportunities for alumni and retirees beyond fund-raising (consultants, volunteers). Office of Institutional Research should calculate normative staffing ratios based on benchmarking to support institutional HR strategic staff planning; Develop technology to allow Dean’s Offices to identify real-time faculty needs based on course enrollment projections; facilitate the development of PTL pools in critical discipline areas; streamline recruitment process to facilitate appropriate flexibility, especially with faculty and grant hires; provide institutional support for outreach recruitment; improve transparency of upgrade and classification processes; develop an attainable promotion process.

THREATS

Faculty: Failure to retain good faculty; departments too isolated;

Students: Increased student fees; tuition and fees at UMD have increased at 5 times the rate of inflation since 1972.

Staff: Lack of staff with general institutional knowledge; UMASS Dartmouth is not seen as the employer of choice - negative reputation for RD’s and Housing Professionals;

Student Services: New programs with no resources; no mental health support mechanism for new student populations; loss of community due to growth;

Administration: Diminishing State financial support; failure to address critical issues in timely manner; failure to match resources (staff and funding) with student growth; lack of planning and follow through on initiatives (e.g., strategic planning).