UMass Dartmouth Strategic Planning Workshop
Sea Crest Oceanfront Resort & Conference Center, N. Falmouth, MA
March 10-11, 2007

Strategic Plan 2007-2010 Objectives
(Not listed in any priority order)

I. Recognition, Undergraduate Programs, Innovative Teaching & Learning

1.1 Produce positive undergraduate educational experiences by maintaining and strengthening close contacts and interactions between students and faculty.

1.2 Attract and retain an academically prepared and diverse student body without reducing enrollment, and promote timely degree completion.

1.3 Develop a culture of pride.

1.4 Prepare graduates to be fully engaged global citizens of the 21st century through a liberal arts and sciences education that incorporates civic engagement, service learning and opportunities for independent learning and scholarship.

1.5 Ensure effective faculty development that encompasses teaching, scholarship and service across faculty members’ careers.

1.6 Continually improve academic programs and define competencies for the general education program by establishing an assessment-based culture.

1.7 Enhance and advance UMass Dartmouth’s impact on K-12 school systems by enriching the quality of teaching preparation programs, research, professional development and policy analysis.

1.8 Facilitate curriculum progress for all students, particularly those entering business, engineering and science majors by improving the effectiveness of the first year MTH program.

1.9 Improve the effectiveness of the academic advising process to support academic outcomes.

1.10 Overcome barriers of time, space and geography by developing alternative year-round access and delivery systems for courses and programs.

1.11 Expand our institutional activities to a broader geographical area.

1.12 Optimize our image as an excellent regional research university by taking advantage of our nationally accredited and signature programs.
1.13 Ensure that teaching and learning equipment is adequate for effective instruction, particularly laboratory and studio equipment, classroom information technology hardware and software, and computer access for faculty and students.

1.14 Examine the structure and purpose of professional continuing education to maximize achievement of the UMass Dartmouth mission.

1.15 Develop library spaces, resources and services that appropriately meet 21st century undergraduate, graduate and community teaching, scholarship and learning needs.

1.16 Develop multidisciplinary programs to energize and modernize the undergraduate curriculum.

2. Graduate Programs, Research & Scholarship, Faculty & Community, Staff & Community

2.1 Create more flexible and responsive University-wide systems, procedures and governance using appropriate change strategies.

2.2 Become distinguished as a leading 21st century university by identifying and supporting major strategic programs of excellence that align with current and emerging trends.

2.3 Develop a plan or profile for each graduate program determining enrollments, research support, space and budgets that lead to an overall graduate student enrollment of 20% of the student body by 2012.

2.4 Formalize and institutionalize the graduate structure by establishing governance and central administration.

2.5 Seize scholarship opportunities within service learning, industry and community partnerships.

2.6 Offer a mix of programs of excellence that are profitable and innovative, delivered in a variety of ways promoting access, economic and community development.

2.7 Recognize, celebrate and support scholarship at all levels in order to attract and retain high quality faculty, staff and students.

2.8 Achieve Carnegie Doctoral status by graduating 20 doctoral students a year by 2010-11.

2.9 Increase innovation by fostering individual research and team-based multidisciplinary approaches to scholarship.

2.10 Increase external recognition of scholarship.
3. Community of Learners, Student & Region, Student Access, Student Diversity

3.1 Create a UMass Dartmouth culture that is understood, embraced and effectively communicated and developed by faculty, staff and students.

3.2 Create a UMass Dartmouth culture conducive to inviting, embracing and supporting diversity.

3.3 Develop and implement a comprehensive global model for student, faculty and staff mix and diversity through outreach, enrollment and hiring activities.

3.4 Increase retention by creating a holistic model of student support.

3.5 Build relationships across programs and service by forging collaborations within and between faculty, students and staff.

3.6 Integrate enhanced service learning experiences into our curriculum as a distinguishing characteristic of our academic programs by 2014.

3.7 Recognize and reward faculty and staff for engagement in regional cultural, civic and educational activities.

3.8 Achieve improved shared governance and communication among faculty, students and staff.

3.9 Increase quantity and quality of internship and cooperative experiences while maintaining academic rigor in co-curricular activities.

3.10 Strengthen residential life infrastructure and living and learning opportunities to support students.

3.11 Fully develop a University operation that supports and enhances year-round academic program offerings and student support services.

3.12 Improve the effectiveness of services we offer to support students in successfully pursuing postgraduate opportunities.

4. Physical Infrastructure, Technical Infrastructure

4.1 Continually forecast, monitor, assess, upgrade/replace and maintain physical and technical infrastructure.

4.2 Provide effective and efficient services, systems and initiatives for physical and technical infrastructure by developing an integrated, comprehensive and responsive approach.

4.3 Ensure the effective, equitable and efficient allocation of campus spaces to optimize utilization through the development of campus-wide policies, procedures and management structure.
4.4 Preserve the functionality of land and buildings with attention to aesthetics and sustainability.

4.5 Create an “IT savvy” 21st century campus community.

4.6 Integrate the physical and technical infrastructure of satellite campuses within overall University planning.

4.7 Increase the influence of UMass Dartmouth in UMass system-wide technology decisions and implementations.

5. Fiscal Infrastructure, Human Infrastructure

5.1 Establish broad, shared, comprehensive and consistent data systems to support and inform decision-making, planning and resource allocation.

5.2 Develop and maintain human resources and fiscal affairs staff competencies to effectively utilize advanced IT data systems.

5.3 Establish a base five-year all sources budget and revenue forecast and develop alternative scenarios.

5.4 Reduce the timeline to hire faculty and staff.

5.5 Establish a transparent annual budget development process linked to strategic objectives.

5.6 Identify staffing benchmark data to justify allocation of resources.

5.7 Assess the impact of Carnegie Doctoral status needs on facilities, technology, human and fiscal infrastructures, and develop a plan.

5.8 Ensure effective staff development to support various University functions and services.

5.9 Develop marketing strategies in support of programmatic objectives.

5.10 Improve customer service campus-wide.

5.11 Develop a UMass Dartmouth marketing plan that takes advantage of the UMass marketing plan.

5.12 Develop alternative revenue sources to facilitate implementation of strategic objectives.

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