

UMassDTransform2020 Update: 2015-2019

GOAL 1. Innovative and High Impact Research and Academic Programs

- 1.1. Institutional Ranking:
 - Carnegie Doctoral Higher Research Institution (R2), 2016
 - National Research University, 2017
- 1.2. New Research-focused Doctoral Programs:
 - PhD in Chemistry & Biochemistry
 - PhD in Business Administration (Approved by BOT; Under review by DHE)
 - PhD in Integrative Biology
 - PhD in STEM Education
- 1.3. New Masters Programs:
 - MS in Accounting
 - MS in Data Science
 - MS in Finance (Quantitative Finance Concentration is STEM designated)
 - MS in Health Management
 - MS in Technology Management (STEM designated)
- 1.4. New Innovative Interdisciplinary Undergraduate Programs:
 - BS in Data Science
 - BA in Health & Society
 - BA/BS in Public Administration
 - BFA Reengineered
- 1.5. New Innovative Degree Concentrations:
 - MBA Business Analytics
 - MS Finance: Quantitative Finance
 - MS Global Public Health
 - MS Nursing Healthcare Education
 - BS Bioengineering - Biomedical Engineering
 - BS Computer Engineering - Cyber Security
 - BS Civil Engineering - Environment Resource Engineering
 - BA Economics - Health Services Administration
 - BA Political Science - International Security Studies
- 1.6. New Accelerated Degree Programs:
 - Software Engineering in 3 years
 - Political Science in 3 years
 - 2nd Degree Nursing in 17 months

- BS to MBA/MS for CCB programs
- 1.7. Successful Institutional, College and Program Accreditations:
- NEASC 5-Year Reaccreditation, 2015
 - AACSB Reaccreditation, 2015
 - ABA Accreditation, 2016
 - ABET Re-accreditation, 2017
 - CCNE Accreditation, 2016
 - NASAD Re-accreditation, 2016
 - On-going AQAD Reviews
- 1.8. General Education Assessment:
- Undergraduate General Studies 5-Cluster Curriculum, aka University Studies, adopted in 2012, went through its reassessment: All Cluster 3, 4, and 5 courses were assessed respectively in FY15, FY16, and FY17.
- 1.9. Recognition of Outstanding Teachers:
- Manning Award in Teaching was won by John Buck, Nora Barnes, Pamela Karimi, and Shannon Jenkins from UMass Dartmouth, respectively in 2016, 2017, 2018, and 2019.
 - Provost's Best Practice Awards for faculty, librarians, and staff for excellence in teaching and learning with technology.
 - Faculty Civic Leadership Award recipients have been: Morgan Peters, Memory Holloway and Carlos Benavides in 2016, 2017 and 2018 respectively.
- 1.10. High-impact Experiential Learning Opportunities through:
- Undergraduate research grants: 39 (FY16) → 32(FY17) → 39(FY18)
 - Credit-bearing internships: 1,206 (FY16) → 1,499 (FY17) → 1,402 → (FY18)
 - Study abroad programs: 101 (FY16) → 74 (FY17) → 82 (FY18)
 - Students with a minimum of one service-learning experience: 69% (FY14) → 72% (FY17) → 81% (FY18)
- 1.11. Academic Efficiency and Effectiveness (E&E):
- Reduced Number of Part-time lecturers: *From 285 in 2012 to 182 in 2018.*
 - Increased Number of Full-time lecturers: *From 72 in 2012 to 99 in 2018.*
 - Student Faculty Ratio: *From 18:1 in Fall 2014 to 16:1 in Fall 2018.*
 - Instituted Class-Cancellation Policy in November 2014 - *% of undergraduate sections with 12 or fewer students reduced from 12% in FY15 to 8% in FY17.*
 - Reworked grade appeal policy (2013) and course cancellation guidelines (2014).
 - Organizational Reengineering:
 - Consolidated six CVPA Departments (Art Education, Art History, Artisanry, Design, Fine Arts, and Music) into three Departments (Art and Design; Art Education, Art History and Media Studies; and Music) effective Fall 2018.
 - Moved the Department of Medical Laboratory Science into the College of Nursing which was renamed College of Nursing and Health Sciences.
 - Consolidated Undergraduate Research and Honors Program.
 - Consolidated International Students Services and Study-Abroad Programs.

- Review of Centers:
 - BOT-mandated 5-year Reviews of Centers were implemented for the first time in 2015 and were all completed by 2017.
 - Reengineering of all Centers as well as completion of 5-year Reviews of the Centers resulted in (a) reduction of related expenses from \$5.4M in FY 2013 to \$2.1M in FY 2017; and (b) net revenue and expense changing from -\$2.4M in FY 2013 to -\$1.5M in FY 2017.

GOAL 2.0 Integrated Student-Centered Experiences

- 2.1. Institutional Ranking/Certification:
 - Military Friendly School, with leading practices in the recruitment and retention of students with military experience, 2015, 2016, 2017, 2018, 2019.
 - First UMass campus approved as a SARA (State Authorization Reciprocity Agreements) member in Massachusetts – September 12, 2018.

- 2.2. Expansion of Online Offerings to Increase Access:
 - Online registrations increased from 4,371 in 2014 to 9,183 in 2018 representing a 110% increase.
 - Number of online degree and certificate programs increased from 10 in 2014 to 40 in 2019.
 - Continuation of online revenue sharing model initiated in FY16 has resulted in the distribution of \$3.9M in budget funding to the academic departments and colleges in the first three years.

- 2.3. Wireless Network coverage Expansion:
 - Up to 15,000 devices concurrently, 25,000 unique devices daily on eduroam.
 - 1,500 registered home entertainment and gaming devices.
 - Completed Wifi outfit in LARTS, SENG, and DION in 2018 for a total of 1,700 access points on campus.
 - Commodity Internet bandwidth increased to 4.5Gbit/s.

- 2.4. PrintLess Support:
 - Multifunction devices (MFDs) for printing, copying, and scanning in 13 campus locations.
 - Online print management for students in myPrintCenter in conjunction with MFDs allows for printing from any device on-the-go.
 - 30,000 pages per month print volume at most frequented locations.

- 2.5. Mobile Chargers:
 - Pilot started Sept 2018 with 3 locations (LARTS, CVPA, and Library) and 50 chargers.
 - Self-service borrowing of chargers via mobile app.

- 2.6. Corsair Desktop (Virtual Desktop Infrastructure / VDI):
 - Support for 500 concurrent seats.
 - Two computer classrooms with a total of 90 seats since Fall 2016; adding 30-seat computer classroom in Fall 2018.
 - BYOD accessibility of University-licensed software for students.

- 2.7. Technology-enhanced classrooms (TEC) transitions:
- Number of TECs increased from 43 (35%) in FY15 to 52 (42%) in FY 17.
 - Number of basic classrooms reduced from 79 (65%) in FY 15 to 71 (58%) in FY 17.
 - Faculty Instructional Laptop Program (FILP): New Faculty Hires (2015, 2016); initiated life cycle management involving 147 laptops with 3-year refresh (2017); 2nd year of life cycle refresh involving 158 laptops (2018-2019) with no faculty having a laptop that's older than 3 years.
- 2.8. Learning Space Addition/Upgrade:
- \$15M CCB Learning Pavilion Expansion, 2016
 - \$5M Learning Space Improvement (Library, LARTS, CVPA, SENG,...), 2014-2017
 - Multiliteracy and Communication Center (LARTS 219-221), 2018
 - STEM Learning Lab (SENG 217), 2018
 - Writing and Reading Center (LARTS 010), 2018
 - Environmental Engineering Lab (SENG 103), 2017
 - Civil Engineering Computing Lab (SENG 105), 2017
 - Foundations of Engineering (SENG 201 and 207), 2018
 - College of Nursing and Health Sciences Clinical Skills Lab (Dion 203), 2018
 - CVPA Labs (On-campus and Star Store), 2018
 - CAS STAR Center relocated to a larger and more versatile space in LARTS 222, 2019
 - Electrical and Computer Engineering's Software Studio Laboratory (SENG 222), 2019
 - College of Nursing and Health Science Clinical Therapeutics Assessment Lab (DION 207) and Simulation Debriefing Suite, 2019
- 2.9. Enhanced Student Retention and Persistence efforts through:
- Introduction of EAB early intervention tracking tools, 2014.
 - Introduction of CAS 101 (Arts & Sciences), iSucceed (in CCB), EGR 111 (in Engineering), FOU 101/102 (in CVPA), and Wrap Around Services (in Nursing).
 - Expansion of professional advisors in CAS (2015), CCB (2017, 2019), COE (2018) and CNHS (2019).
- 2.10. Negotiate, Revise, and Update Articulation agreements:
- 55 with Massachusetts State Community Colleges.
 - Over 200 Mass Transfer Linked programs with Community Colleges.
 - 18 with Private/Out-of-state 2-year Colleges.
 - 4 with international feeder institutions.
 - 1 with a Massachusetts State University.
 - 12 three-plus-three School of Law agreements with Massachusetts institutions.
 - 4 \$30K AA-BA/AS/BA/BS degree program agreements with Cape Cod Community College.
 - 1 MOA with Navitas renegotiated (that now also includes entry of direct-admit students).
 - Bristol Plus Program allowing for shared experiences for students at UMass Dartmouth while enrolled at Bristol.
- 2.11. Re-engineered Enrollment Management and Admission/Retention Strategies:

- Timely awarding continues of Financial Aid packages to incoming freshman.
- Financial Aid awarding strategy remains guided by a proforma adopted by the University in fall 2017 to inform net tuition revenue projections.
- Third party inquiry name buy source expansion continues (2016,2017,2018,2019) adding RaiseMe micro scholarship source to generate prospective student interest.
- Implementation of TargetX. CRM continues in support of communication strategy to prospective students from inquiry through enrollment.
- Improved prospective student campus visit program through relocation of Welcome Center to CCB 149 for 2019-2020 academic year.
- Concerted effort to bring back continuing students implementing Finish Line (seniors) and Home Stretch (juniors) financial aid awards to support retention and graduation.
- Increased professional advising for students in CAS, CCB, and COE.
- Incorporate Tableau and HelioCampus analytics for decision making on enrollment, retention, financial aid, budget.
- Updated GMAT waivers for admission to CCB master's programs, 2018.

2.12. Establishment of Proximity Rate:

- Proximity rate initiated for RI in 2015 was expanded to now include undergraduate students for CT, ME, NH, and VT for Fall 2018.
- Number of freshmen from New England went up from 53 in 2017 to 86 in 2019 and that of transfer students went up from 25 in 2017 to 41 in 2019.
- Proximity rate expanded to now include graduate student from the whole state of RI.

2.13. Increase graduation rates and number of degrees awarded:

- 4-year graduation rate changed from 28% (for cohort entering in 2010) in 2014 to 34% (for cohort entering in 2014) in 2018.
- Six-year graduation rate changed from 47% in 2014 to 56% in 2018.
- Degrees awarded: (a) Bachelors: 1,323 in 2015 to 1,417 in 2018; (b) Masters: 398 in 2015 to 486 in 2018; (c) Doctoral: 91 in 2015 to 92 in 2018.

2.14. Establishment of an Honors College:

- Pre-proposal for the proposed Honors College was initiated in Spring 2017 for feedback.
- Honors College approved by BOT July 2019.
- Implementation planning initiated in July 2019. On schedule for a September 2020 launch.

2.15. Evaluate Housing/Dining Program to better serve students' needs:

- A \$107.8 million Public Private Partnership (P3) to build a 1,210 bed/267,500 GSF mixed use residential facility designed to enhance recruitment and retention of first-year students has been approved.
- Included in the project is a new \$26.9 million, 800 seat/38,000 GSF dining commons, to support the housing unit and the broader campus community.
- Construction began in November 2018 with grand opening expected in fall 2020.

2.16. Utilizing the Transit Study and Assessment, implement changes in transportation services to improve quality and efficiency on and off campus:

- Campus Ride, Campus Loops - Star Store and Mall.

- A comprehensive transit study which included recommendations for improving transportation service operations and efficiency for the campus was completed by VHB consultants in Fall 2016. The 5-year plan identified opportunities for improved transit system management, enhanced pedestrian environment, and financial sustainability.

2.17. Enhance/Optimize Athletic Programs:

- Athletics was moved back to A&F 2018
- Completed Department of Athletics & Recreation Consulting Report, July 2015
- Baseball and Softball Fields \$500,000 Upgrade, Fall 2015
- Cressy Field \$1M Upgrade, Summer 2016
- Swim scoreboard \$50,000 upgrade, Fall 2016
- Tennis Court \$20,000 Upgrade, Summer 2017
- Cressy Field Bleacher and Press Box \$750,000 Upgrade, Spring 2018
- Track & Field Throwing Cage \$150,000 Upgrade, Spring 2018

2.18. Review and update Dance/Event Policies to foster student safety, increase student satisfaction, clarify fiscal responsibility, and define professional staff and advisor oversight:

- Increased Security Camera Footprint, 2015
- Community Policing, 2018
- Updated Policy approved by BOT, June 2018

2.19. Improve student satisfaction approval rating for Campus Facilities:

- Campus Parking - highly satisfied or satisfied: 27% (2017) → 30% (2018)
- Campus Lighting - highly satisfied or satisfied: 38% (2017) → 44% (2018)
- Cleanliness of Campus Buildings - highly satisfied or satisfied: 54% (2017) → 56% (2018)
- Spaces Available for Use - highly satisfied or satisfied: 61% (2017) → 63% (2018)
- Appearance of the Campus - highly satisfied or satisfied: 41% (2017) → 48% (2018)

2.20. Student engagement:

- Intramural Program Participants: 828 (FY15) → 1087 (FY16) → 519 (FY17) → 508 (FY18)
- Women involvement: 19 (FY 15) → 94 (FY16) → 42 (FY17) → 87 (FY18)
- Residential programs: 1581 (FY15) → 1397 (FY16) → 1488 (FY17) → 1027 (FY18)
- Res. program attendance: 31,400 (FY15) → 24,600 (FY16) → 29,319 (FY17) → 12,345 (FY18)
- SAIL programs: 71 (FY15) → 61 (FY16) → 39 (FY18)
- SAIL program attendance: 13,500 (FY15) → 18,024 (FY16) → 12,500 (FY17) → 12,700 (FY18)

GOAL 3.0 An active and engaged university community focused on excellence in research, scholarship, and innovation.

3.1. Faculty Replenishment: Recruited new and replacement faculty members (caused by retirements and resignations) in support of the institution's teaching/ learning, accreditation, research expansion, and innovation goals:

- Tenure-track/Tenured Faculty change: 303 (2014) → 297 (2018)
- FTL change: 72 (2012) → 106 (2018)

- PTL change: 285 (2012) → 166 (2018)
 - Faculty FTE change: 449 (2014) → 458 (2018)
 - Student-Faculty Ratio change: 18:1 (2014) → 16:1 (2018)
- 3.2. Approved Faculty Standards for Tenure and Promotion:
- Standards for Tenure/Promotion to Associate Professor – 57% completed by FY 2018; 63% completed by FY 2019.
 - Standards for Promotion to Full Professor – 49% completed by FY 2018; 57% completed by FY 2019.
- 3.3. Prestigious Grants CAREER, NIH, Fulbrights:
- FY2015: One (1) Fulbright, Two (2) NSF MRIs, and One (1) 1 Electrochemical Society Toyota Young Investigator Fellowship
 - FY2016: One (1) Amartya Sen Prize, and One (1) National League for Nursing Chamberlain Research Award
 - FY2017: Two (2) Fulbright awards, One (1) NSF Career, and One (1) International Council for the Exploration of the Sea (ICES) Award
 - FY2018: One (1) Fulbright, One (1) NSF Career, One (1) NSF MRI, One (1) NIH K01, One (1) ONR DURIP, and One (1) International Council for the Exploration of the Sea (ICES) Award
 - FY2019: One (1) Fulbright, three (3) Faculty Members Inducted as Fellows in Professional Societies
- 3.4. Expanded Internal Investments to bolster Faculty Research:
- Multidisciplinary Seed Funding (MSF) Program
Since its initiation, the MSF program has funded a total of 25 faculty teams that had involvement of 75 faculty participants.
 - Summer Faculty Research Fellowship (SFRF) (renamed Provost Fellows) Program
Since its initiation in 2014, the program has funded a total of 32 faculty participants.
 - Community Engaged Research Academy (CER) Program
Since its initiation in 2016, the CER program has funded a total of 12 faculty participants.
- 3.5. Sustain research Ph.D. production at DRU level with at least 20 Ph.D. graduates:
- Number of Ph.D. degrees awarded increased from 22 in 2014 to 30 in 2018.
- 3.6. Increase the number and amount of externally funded projects:
Faculty investigators received 129 awards (for a total of \$13.6M) in FY2014, 145 awards (for a total of \$13.9M) in FY2015, and 172 awards (for a total of \$14.7M) in FY2016, and 146 awards (for \$14.1M) in FY2017, 143 awards (for a total of \$12.6M) in FY2018 and 145 awards (for a total of \$16.0M) in FY2019.
- 3.7. Increase Total and Federal R&D expenditure:
- Total: \$26.8M (2015) → \$26.8M (2016) → \$26.1M (2017) → \$26.6M (2018)
 - Federal: \$7.3M (2015) → \$6.5M (2016) → \$7.4M (2017) → \$7.2 (2018)
- 3.8. Increase number of patent application:

- 3 (2015) → 5 (2016) → 9 (2017) → 14 (2018)
- 3.9. Travel Program for Faculty Scholars – A total of 240 travel grants are provided each year to faculty (~50 by Provost and ~190 by the Deans):
- Provided by the Provost’s Office - \$37,000
 - Provided by Colleges and Departments - \$327,990
- 3.10. Offer Faculty Development programs:
- 25 faculty development programs per year through OFD
 - A service-learning faculty program offered through Leduc Center
- 3.11. Aggregate Research Expo into a single Mega-Event:
- Accomplished by combining: Sigma Xi, Undergraduate Research, Scholarship Lunch, Three Minute Thesis/3MT and annual *UMassD* Engaged Symposium, starting 2014.
- 3.12. Research-supporting Facility Compliance, Construction and Upgrades:
- \$55M expansion of SMAST begun in October 2015 was completed in Summer 2017.
 - \$11.5M renovation of research labs completed to address chemical, animal safety and fire code issues in 2015.
 - Closed the BioSafety Lab III in 2015.
 - New labs for Wireless Sensor Research and Materials Impact Testing, completed 2017.
 - Established a research space assignment procedure in 2018.
 - Established a secure computing facility in 2018.
- 3.13. Developed New/Revised policies/guidelines for:
- Research Space Assignment
 - Honorary Appointments
 - Emeritus Appointments
 - Visiting Scholar Appointments
 - Conflict of Interest
 - Additional Compensation – Research related
 - Additional Compensation – Non-research
 - Grant-funded Faculty Hiring
 - Export Control
 - Use of Recovered F&A funds
 - Course Buy-out
 - Online Revenue Share

GOAL 4.0 Highly productive collaborations, partnerships, and community engagement

- 4.1. Maintain Carnegie Community Engagement classification:
- Classification is valid until 2025
- 4.2. Sustain/Bolster Community Engagement through:
- Star Store Exhibitions
 - Justice Bridge at New Bedford
 - Public Policy Center

- Center for Marketing Research
- Leduc Center for Civic Engagement
- Center for Entrepreneurship and Innovation
- Center for Portuguese Studies and Culture
- Ferreira – Mendes Portuguese American archives

4.3. STEM Education Initiatives:

- STEM4Girls – hosted by Kaputs Center for Research and Innovation in STEM Education for the 8th year, February 2018
- SeaPerch Challenge hosted by UMass Dartmouth, 2015 and 2018
- First Robotics Regionals

4.4. Blue Economy Initiative:

- Signed Wind Energy MOUs with industry and higher education partners.
- Secured EDA Grant – secured \$600,000 in federal funding and an additional \$300,000 in state matching funds.
- Initiated Marine Environmental Research Innovation and Technology (MERIT) Center.
- Adoption of Blue Economy Initiative by South Coast Development Partnership as one of four key priorities in 2018.

4.5. Expand Partnership with South Coast primary/secondary schools:

- All 7th and 8th graders in Fall River have been brought to UMass Dartmouth for a tour and the opportunity to imagine receiving a college education.
- Local schools were invited to participate in the downlink event with Astronaut Scott Tingle in Spring 2018.
- Local schools will be invited to participate in Scott Tingle visit in November 2018.
- Secured \$80,000 in state funding to pay for transportation costs associated with America Reads program.
- Initiated Fall River Public School teacher training initiative.

4.6. Strengthen the SouthCoast Development Partnership with specific outcomes for educational attainment and economic development:

- Expanded membership to 100 companies, non-profits, and other community enterprises.
- Defined new regional goals for educational attainment and workforce development.
- Achieved financial self-sufficiency.
- Aligned Partnership goals with UMassD Strategic Plan goals.

4.7. Complete a Strategic Plan for Community Relations:

- Finalize a town/gown compact with Dartmouth by March 2019
- Reinstate the Freedom Festival on campus by summer of 2020
- Partnered with the Portuguese-American community
 - Signed 6 new MOU's with Portuguese institutes of higher learning
 - Moved reporting of Center for Portuguese Studies and Culture to Chancellor's office

GOAL 5.0 – Infrastructure and Processes in Support of Excellence

5.1. Complete Campus Facilities and Land Use Master Plan:

- Initiated in September 2015 and finished in December 2017
 - Planned for improved space inventory and utilization monitoring in progress
- 5.2. Complete Strategic Business Plan:
- Explored Budget Drivers and Decisions (RCM Study), 2016-2017
 - Developed Policies for Financial Processing, 2018
 - Reconciled Personnel Budget, 2018
 - Developed a Capital Budget Process, 2018
- 5.3. Advocate to maintain funding for new academic buildings through the state capital plan:
- Ongoing activity
 - MLSC
 - STEM envelope
- 5.4. Demonstrate measurable progress in capital projects:
- Opened Charlton College of Business expansion in 2016
 - Opened SMAST II in 2017
 - Completed Campus Quad beautification & redesign in 2018
 - Supported and reduced the campus deferred maintenance
 - Completed steam lines project in 2017
 - Completed Energy initiatives: insulation project; cogen; electric car charging stations; zip cars
- 5.5. Demonstrate improvement in Efficiency and Effectiveness in Business Services:
- Minimize Time to Hire
 - Procard
 - Improved Facilities Work Order System
 - Increased use of technology by Public Safety
 - Incorporation of BonitaSoft electronic forms
 - Reduce overtime
 - Curriculog to improve processing of new/revised academic curricula
- 5.6. Improve Financial Condition through Budget Planning and Control. (In Progress):
- Implement transparent and participatory annual budget process
 - Implement strategic resource allocations
 - Make required contribution to the Quasi Endowment
 - Improve financial Indicators
 - Incentive for revenue generation and cost savings
 - Align budget allocation to performance and growth
 - Decision support/dashboard initiatives
- 5.7. Review, update, and revise Policies and Procedures. (In Progress):
- Develop schedule to review current Policies, and review at least 33% of all current policies
 - Add new policies and document procedures to improve operations
 - Complete new Policies
 - Research Space Planning/Allocation

- Chemical Procurement, Receiving, and Distribution
- 5.8. Demonstrate Measurable Progress in Human Resources. (In Progress):
- Number of qualified and qualified diverse applicants for employment
 - Investment in Professional Development
 - Continue Title IX/VAWA Training
 - Complete Additional Diversity Training
 - Strategic hires to increase diversity in areas of opportunity
 - Complete Organizational Effectiveness initiative, 2018
 - Strategic re-organization: Marketing and Public Relations moved to Advancement; Public Safety moved to Student Affairs, 2018
- 5.9. Create distinctive image for UMass Dartmouth. (In Progress):
- Generate 30+ positive stories in Massachusetts and RI media focused on research activities and positive student outcomes/experiences.
 - Generate 10+ positive national media stories focused on faculty expertise.
 - Implement a social media marketing strategy focused on supporting undergraduate and online recruitment and retention.
 - Focus on website enhancements that improve recruitment and highlight research activities, and implement mobile-responsive web sites and communications.
 - Mobile responsive webpages finished in Fall of 2018.
 - Refine and enhance the internet advertising strategy to grow enrollment in online programs.
 - Enhance strategic communication and marketing for outreach and advancement.
- 5.10. Complete a review of current research on messaging and develop a messaging platform that will drive further enrollment growth and fundraising by Spring of 2019. (In Progress):
- 5.11. Expand Advancement infrastructure and accelerate fund raising to yield new and additional resources. (In Progress):
- Raise \$5 million through private fundraising.
 - Secure a naming gift for the Law School by 2021.
 - Improve response rates and giving levels to annual appeal by 10%.
 - Increase alumni volunteer engagement by 20%.
 - Increase quantity and quality of alumni events.
 - Expand membership on sponsored social media by 20%.
 - Increase number of valid email addresses by 10%.
 - Increase Corporate & Foundation support.
 - Raise Scholarship Fund.
 - Analyze and adjust existing structure and resource levels to ensure readiness for capital campaign.
 - Develop a capital campaign plan.