

UMassD 2025: Future Ready Strategic Plan Process Outline

Preamble

Building on the successes of UMassD Transform 2020 – most notably the designation of the University of Massachusetts Dartmouth as a Carnegie Doctoral Higher Research Institution and a Tier One National Research University – the next strategic plan will position the university for growth and evolution as it approaches its 125th anniversary.

Higher education in the 21st century faces unprecedented uncertainty and change. Traditional models of instruction, research and service must adapt to meet the demands of increasing automation and globalization, a highly diverse workforce, a changing global climate that will strike the most vulnerable populations hardest and shifting demographics and technologies that do not align with traditional enrollment models.

For all the challenges faced by higher education, the sector still serves only a tiny minority of the world's population. On a globe with more than 7.7 billion people, only about 7% hold a college degree. We must prepare our graduates to meet not only the professional and personal challenges they will face, but also to apply their talents to solving larger social inequities. Higher education is both a privilege and a responsibility, and UMass Dartmouth understands what will be expected of its graduates as tomorrow's leaders.

UMass Dartmouth, under the leadership of Chancellor Robert E. Johnson, has identified key priorities for the next five years, including improving the student experience and student outcomes, create an environment for faculty to develop in their roles as teachers and researchers, investing in regional economic and workforce development on the South Coast of Massachusetts, and producing graduates equipped with competencies such as resilience, optimism, and a sense of humanity. These priorities – which emerged in part from the Chancellor's listening tour, the campus master plan, and the NECHE accreditation process – will become the pillars of the next strategic plan. They include the **future of learning**, the **future of discovery**, the **future of work**, and the **future of community** at UMass Dartmouth.

Design Principles

Each of the four pillars will be explored by a subcommittee that includes faculty, staff and students with expertise and interests relevant to their subject area. The subcommittees will examine accomplishments from the 2020 strategic plan, gather input from internal and external stakeholders, and identify future goals to be included in the 2025 plan with timelines, budgets and key performance indicators included.

An executive committee with representation from each of the four committees, chaired by Senior Vice Chancellor Donna Lisker, will synthesize and prioritize to create a final document. That document will complement and build on the NECHE self-study and strategic priorities will be reflected in the university budget and philanthropy plan.

Pillars of the Strategic Plan

Future of Learning: Student Experience and Outcomes

Leads: Shannon Finning, Tesfay Meressi, Tracie Ferreira

- Student Competencies and mindsets
- Reimagining residential experience
- Campus master plan

Future of Discovery: Faculty Research and Instruction

Leads: Mohammad Karim, Alex Fowler, Chandra Orrill

- Interdisciplinary research centers
- Designing degree programs for the future of work

Future of Employment: Regional Economic and Workforce Development

Leads: John Hoey, Ram Bala, Mike Goodman

- Blue Economy initiative
- Degree completion for South Coast residents

Future of Community: UMassD Competencies and Values

Leads: Jennifer Chrisler, Angela Callahan, Andrea Klimt

- Diversity and Inclusion
- Sustainability
- Optimism, Resilience, Growth Mindset
- Humanity/Service to Others
- Community Presence