

UMass Boston Renewal: Building the Student-Centered, Urban Public University of the New Century

Strategic Plan Activity Proposals AY 2008-2009

GOAL 1: INCREASE STUDENT ACCESS, ENGAGEMENT AND SUCCESS

OBJECTIVE 1

Increase enrollment to 15,000 students by 2010 while maintaining the diversity of the current student profile, and provide increased financial aid to meet a greater percentage of student need (*VC Teehan & Interim Provost Langley*)

STRATEGY 1 (*Enrollment Management*)

Increase enrollment to 15,000 students by 2010

ACTION 1

Reaffirm 2009 enrollment goals with colleges, reviewing accomplishments for 2008 headcount, FTE and new programs and review 2008 schedule of courses and course offerings to determine the need for additional sections for 2009 to accommodate anticipated growth – increase scheduling as needed

ACTION 2

With graduate dean and college deans, evaluate status of graduate enrollment and re-establish enrollment targets within the total enrollment goal

ACTION 3

Organize with graduate dean, communications and marketing a plan for promoting graduate education at UMass Boston to support established enrollment targets

ACTION 4

Continue the marketing assessment/branding/brand manual project and develop proposal and timeline for website upgrade project

EXPECTED OUTCOMES

1. Headcount of 14,600 in fall 2009
2. Graduate enrollment at 25+/-% of total
3. Established plan with specific targets for future graduate growth toward goal of being 30% of total headcount.
4. Sufficient courses and sections to accommodate growth
5. Brand manual and positioning statement for established and consistent message
6. Web project underway

STRATEGY 2 (Enrollment Management)

Maintain the diversity of the current student profile

ACTION 1

Expand recruiting activities to target diverse populations of Massachusetts students

ACTION 2

Expand recruiting activities to target a diverse international student population

EXPECTED OUTCOMES

1. Enrollment of students of color is stable at 40% of new undergraduates, 38% of all students
2. The Tsinghua Academic Bridge Program delivers 40 new students for a total of 150
3. CerEd delivers 20-30 students
4. JIL and Greatone refer 30 applicants
5. Four new agreements with greater Boston ESL programs
6. Colfuturo agreement delivers 50 ESL students, 25% of whom matriculate

STRATEGY 3 (Enrollment Management)

Improve the new student experience

ACTION 1

Continue improvements to orientation and involvement of the colleges

ACTION 2

Enhance the frequency and quality of communications and programming to parents of new students

ACTION 3

Identify Student Life events that might serve as “yield” activities to encourage admitted students to enroll

EXPECTED OUTCOMES

1. Parent programming begins after May 1 student deposit commitment leading to orientation
2. Additional yield activities offered in July and August for parents and admitted students
3. Parent programming continued through the first year of student’s enrollment
4. Student Affairs and athletics supplement recruitment/yield activities with access to on-campus programs for prospective students

STRATEGY 4 (Enrollment Management)

Improve retention

ACTION 1

Evaluate the status of advising and academic support programs to improve access and delivery of these services to students

ACTION 2

Continue with the development of articulation agreements with community college partners, implementation of USelect for transfer prospect student planning and Connect Edu for electronic transfer of transcripts

ACTION 3

Launch the People Soft 9.0 student system upgrade to enhance self-service and technology support to students

EXPECTED OUTCOMES

1. The percent of freshmen retained from year one to year two increases
2. Transfer student retention improves

STRATEGY 5 (*Enrollment Management*)

Provide increased financial aid to meet a greater percentage of student need

ACTION 1

Continue analysis of packaging strategies to ensure that we are meeting determined need

ACTION 2

Continue research into the impact of financial aid and packaging strategies on recruitment and retention

ACTION 3

Fund financial aid from operations budget or advancement at the level needed to meet the percent of need determined necessary to support enrollment and retention

ACTION 4

Develop process for applying all student awards, stipends, research grants and such to a student financial aid account so that all funds flow through financial aid, ensuring a smoother process and the ability to apply these funds toward need.

EXPECTED OUTCOMES

1. 90% of student need is met
2. Analysis provides foundation for financial aid strategies and assures the campus that financial aid benefits retention

OBJECTIVE 2

Construct new academic buildings with state-of-the-art teaching and learning spaces (*Interim Provost Langley*) and provide a variety of housing options, including, but not limited to, on-campus residence (*VC Day*).

STRATEGY 1 (*Academic Affairs*)

Consult on the design and construction of new academic buildings with state-of-the-art teaching and learning spaces.

ACTION 1

Provide leadership for the Capital Project Advisory Committees.

ACTION 2

Determine programming for buildings, in collaboration with chancellor, deans, and faculty.

ACTION 3

Provide data to architects and others involved in building design and construction to support detailed space analysis and design.

EXPECTED OUTCOMES

1. Programming for both buildings is determined.
2. Detailed space analysis is completed.
3. Preliminary designs are begun.

STRATEGY 2 (*Student Affairs*)

Create a Student Housing Strategic Plan

ACTION 1

Convene the Student Housing Task Group to outline a conceptual and programmatic framework for the plan.

ACTION 2

Bid and hire an external firm to complete the technical elements of the plan.

STRATEGY 3 (*Student Affairs*)

Design and implement an on-campus student residential community and develop formalized off-campus partnerships with area apartment communities

ACTION 1

Assess the viability of Peninsula Apartments as a student residential facility.

ACTION 2

Conduct programs on campus to educate the University community about the impact of a student residential community.

OBJECTIVE 3

Promote and assess best teaching practices (*Interim Provost Langley*) as well as co-curricular activities that promote student engagement (*VC Day*).

STRATEGY 1 (*Academic Affairs*)

Promote and assess best teaching practices

ACTION 1

Create a colloquia series on best teaching practices developed with faculty and supported by the Provost's Office.

ACTION 2

Publish a suggested guide to best teaching practices and distribute to the faculty.

ACTION 3

Develop common questions to be used in course teaching evaluations in all colleges as one component of assessing teaching.

EXPECTED OUTCOMES

1. Revisions to course teaching evaluations determined after consultation with appropriate faculty committees. New evaluations used in fall '09.
2. Best teaching practices guidelines distributed.
3. Spring symposium on best teaching practices with keynote by outside speaker presented. Plans for AY 10 colloquia are in place.

STRATEGY 2 (*Student Affairs*)

Create and Implement a Student Development Co-Curriculum as a foundation for core programs and services

ACTION 1

Publish the student development co-curriculum.

ACTION 2

Identify/create and implement programs and services to support each principle developmental area with measurable learning outcomes for each.

STRATEGY 3 (*Student Affairs*)

Create and implement a comprehensive student leadership development program framework

ACTION 1

Identify and conduct specific trainings for student government, student clubs, student centers, and advisors.

ACTION 2

Create a set of emerging leader programs targeted primarily at first-year students.

STRATEGY 4 (*Student Affairs*)

Increase and enhance formal partnerships with faculty and academic administrators

ACTION 1

Hire an Assistant Vice Chancellor for Co-Curricular Learning and Assessment.

ACTION 2

Create a Faculty-in-Residence Program.

ACTION 3

Establish a learning collaborative to identify ways for faculty to partner in planned student programming.

STRATEGY 5 (*Student Affairs*)

Improve communication for the Division of Student Affairs

ACTION 1

Create a multi-layered meeting structure with a diversity of student representation.

ACTION 2

Hold an open house for the Division inviting the University Community to learn more about the work and accomplishments of the Division.

ACTION 3

Develop a Student Affairs Leadership Series featuring speakers on relevant issues and trends in student development.

ACTION 4

Update and upgrade Division printed and web marketing/exhibit materials.

GOAL 2: ATTRACT, DEVELOP AND SUSTAIN HIGHLY EFFECTIVE FACULTY

OBJECTIVE 4

Institute a career-span, institution-wide faculty development and mentoring program. (To be associated with a consistent course-release policy that will eventually result in a typical teaching assignment of two courses per semester, and an increase in the percentage of tenure and tenure-track faculty.) (*Interim Provost Langley*)

STRATEGY 1 (*Academic Affairs*)

Provide a faculty development and mentoring program for tenure-stream faculty members.

ACTION 1

Convene a committee of deans, senior, junior and part-time faculty members to recommend a career span faculty development and mentoring program, to complement existing programs in departments and colleges. Organize and schedule a series of faculty-led workshops for new tenure stream faculty beginning fall '08.

ACTION 2

Develop a faculty hiring plan consistent with enrollment growth projections, program development needs, current capacity constraints, and 2-2 teaching assignments. Continue to provide 2-2 teaching assignments to new faculty. Develop a plan for providing 2-2 assignments to other groups of faculty members.

ACTION 3

Design and begin orientation programs for chairs and graduate program directors.

ACTION 4

Design a tentative model for providing effective staff support for all faculty.

ACTION 5

Design a program for faculty study abroad.

EXPECTED OUTCOMES

1. Faculty development and mentoring report written by end of the spring semester proposing principal faculty development and mentoring activities with budget projections for each activity. Activities begun in the spring semester.
2. Attendance of majority of new tenure-stream faculty at invited workshops.
3. Number of faculty members with 2-2 teaching assignments increases. Faculty hiring and staff support plans approved by provost and chancellor.
4. Chair and GPD orientations and faculty study abroad programs planned; early implementation activities begun.

OBJECTIVE 5

Identify and invest in high-quality undergraduate and graduate programs with strong research components, including interdisciplinary research clusters that have the capacity for growth. (Interim Provost Langley)

STRATEGY 1 (Academic Affairs)

Identify academic programs for investment.

ACTION 1

Support the development and submission of proposals for new/revised academic programs.

ACTION 2

Support the continuing maturation of existing programs and the development of proposals for selected new programs.

ACTION 3

Recruit outstanding faculty to support development of new and existing academic programs and interdisciplinary research clusters.

EXPECTED OUTCOMES

1. Campus-level proposals for some programs are developed.
2. Preliminary proposals for some programs are approved by BOT.
3. Develop proposals for other programs with the approval of the provost.
4. A minimum of 30 new faculty members are hired.

STRATEGY 2 (*Academic Affairs*)

Identify possible research clusters for investment.

ACTION 1

Review, with vice provost and deans, the research cluster work group reports.

ACTION 2

Prioritize the recommendations made by the work groups.

ACTION 3

Make investments to support the priority recommendations.

EXPECTED OUTCOMES

1. High-priority recommendations of the research cluster work group reports are implemented.
2. Outcomes of the research cluster investments are monitored and reported with reference to the set of benchmark metrics, especially those proposed by the Research and Graduate Subcommittee of the Strategic Planning Task Force.

GOAL 3: CREATE A PHYSICAL ENVIRONMENT THAT SUPPORTS TEACHING, LEARNING, AND RESEARCH

OBJECTIVE 6A

Create a facilities master plan with a 25-year time frame to support our campus mission (*VC O'Connor*).

STRATEGY 1 (*Admin & Finance*)

Steer and coordinate the internal decision-making processes for further development and implementation of the Campus Master Plan.

ACTION 1

Continue to coordinate and guide the work of the Master Plan Steering Committee in the detailed development of the Campus Master Plan.

ACTION 2

Guide the Technical Advisory Subcommittees (i.e. architectural and landscape design, energy management and sustainability, information technology, parking and transportation, and construction mitigation) in their efforts to develop and recommend to the Master Plan Steering Committee design guidelines and project plans.

ACTION 3

Work with the Chancellor, Provost, and Deans to develop a vision and program for new academic buildings.

ACTION 4

Provide research support and financial analysis to the Capital Project Advisory Committees for the Integrated Sciences Complex and General Academic Building during the study phase of the new facilities.

EXPECTED OUTCOMES

- The detailed development of the Master Plan is completed with the adoption of design standards and guidelines and refinement of the overall campus configuration that is consistent with the overall Master Plan vision.
- A vision and specific programs are established for the new Integrated Sciences Complex and General Academic Building.
- Detailed programming of the new ISC is accomplished based on academic goals and priorities with the completion of a DCAM sponsored study.

STRATEGY 2 (*Admin & Finance*)

Maintain collaborative working relationships with DCAM and the UMass Building Authority (UMBA) to advance the planning and implementation of Master Plan capital projects.

ACTION 1

Continue to cooperatively work with DCAM and UMBA staff to establish project financing and management and the phasing of new academic buildings, utilities relocation, road reconfiguration, renovation of existing buildings, landscaping, and creation of new athletic fields.

ACTION 2

Coordinate work between the University's Capital Project Advisory Committees and DCAM, UMBA and contracted design firms for programming new academic and non-academic facilities.

ACTION 3

Complete comprehensive space allocation study with Rickes Associates to determine current and future space needs of all academic and administrative units.

ACTION 4

Compile data and information necessary to advance the environmental permitting process for the Master Plan.

ACTION 5

Initiate a utilities master plan including the study of alternative energy sources.

EXPECTED OUTCOMES

1. Project budgets, financing, and management are identified for individual capital projects.
2. The phasing of projects is determined and initiated.
3. Environmental permitting is brought forward.

STRATEGY 3 (*Admin & Finance*)

Foster consistent openness and inclusion in the master planning process with UMass Boston's internal and external constituencies.

ACTION 1

Continue to conduct workshops with the campus community to update them on progress on the Master Plan and to obtain their input and feedback on continued development and implementation of individual projects.

ACTION 2

Continue to partner with UMB's Government and Community Relations in an outreach process with elected officials, Columbia Point neighbors (i.e. BC High, JFK Library, and Mass Archives) neighborhood associations.

ACTION 3

Continue to collaborate with the Boston Redevelopment Authority as it works to develop a master plan for the whole of Columbia Point.

EXPECTED OUTCOMES

1. Extensive input and feedback is obtained from a broad representation of constituencies to help inform future campus development.

OBJECTIVE 6B

In conjunction with the Master Plan, develop and implement a comprehensive capital plan for university buildings and facilities infrastructure and align Facilities Department practices to industry best practices (VC O'Connor).

STRATEGY 1 (Admin & Finance)

Review and update the Capital Plan for the FY09 to FY18 period.

ACTION 1

Modify FY08 to FY17 Capital Plan to reflect work commenced and completed over the past year, adjust project priorities based on updated information and include new capital project needs that have arisen.

ACTION 2

Gain approval for the FY09-FY18 Capital Plan from the Chancellor, President's Office and Board of Trustees.

ACTION 3

Monitor and report on Capital Plan project during FY09.

EXPECTED OUTCOMES

1. The Capital Plan is used to prioritize and guide projects necessary to address facilities and capital equipment needs.

STRATEGY 2 (Admin & Finance)

Implement approved capital projects in order to address basic infrastructure (Substructure, Life Safety, Deferred Maintenance) deficiencies and identified Teaching/Learning/Research Initiatives

ACTION 1

Work with DCAM and the University of Massachusetts Building Authority to align project funding. As needed, identify and gain UMBA and EOAF approval for the use of UMBA bond funds.

ACTION 2

Implement a comprehensive project oversight and management process that reflects the differing roles of the various involved agencies (DCAM, UMBA, UMass Boston) and is based on industry best practices.

EXPECTED OUTCOMES

1. Existing conditions in UMass Boston buildings and the condition of the facilities infrastructure are improved to provide a physical environment that is conducive to teaching, learning, research and work.

STRATEGY 3 (Admin & Finance)

Redirect Facilities operations to a program of preventive maintenance and planned facilities renewal as capital projects renew building system life cycles.

ACTION 1:

Label all mechanical, electrical, and plumbing components in the Campus Center which fall under the preventive maintenance program.

ACTION 2:

As Capital Projects are completed, identify and label all mechanical, electrical, plumbing and structural components which fall under the preventive maintenance program.

ACTION 3:

Develop strategies (e.g. staff training, re-allocation, contracting) to complete on-time 100% of preventative maintenance work orders in the Campus Center and for components renewed via Capital Projects.

ACTION 4

Identify major preventative maintenance items by system (roofs, air handling units, motors, etc.) and then by building (Campus Center PM already identified). Establish tasks and frequencies for identified items, conduct “make or buy” evaluations of specific preventive maintenance task and implement.

EXPECTED OUTCOMES

1. Building components in the Campus Center and components renewed during projects receive regular preventive maintenance, helping to ensure that they operate properly and achieve a full useful life cycle

GOAL 4: ENHANCED CAMPUS-COMMUNITY ENGAGEMENT THROUGH IMPROVED OPERATIONAL STRUCTURES**OBJECTIVE 7**

Create a government and community relations office to support high-level research and communication, and identify and promote signature examples of campus-community engagement, with community understood in local, national, and global terms (VC Ciccarelli).

STRATEGY 1 (GRPA)

Grow Strategic University/Community partnerships through improved access, coordination, and operational structures

ACTION 1

Under the leadership of the Associate Vice Chancellor of GRPA convene a high level committee of campus community relations and community outreach leaders to develop protocols for external partnerships, develop lines of communication and collaboration and identify strategies to expand UMass Boston’s outreach throughout the metropolitan area.

ACTION 2

Develop a plan for the organization and structure of an Office of Community Partnership.

ACTION 3

Engage faculty and institute directors in identifying opportunities and impediments to greater community engagement and partnerships.

ACTION 4

Establish an accessible data base with the Vice Chancellor of Academic Affairs to collect and report community engagement activity by faculty in the annual faculty reports.

ACTION 5

Create a Community Partnership/Engagement destination on the UMB website audience bar.

EXPECTED OUTCOMES

1. Organizational plan for Office of Community Partnership
2. Increased focus and attention throughout university organization on community involvement
3. More visibility throughout campus of community involvement
4. Enhanced reporting of campus community outreach/engagement/partnership
5. Documented protocols for community outreach/engagement/partnership
6. Enhanced, major web presence and visibility for community outreach/engagement/partnership