Fulfilling the Promise:
A Blueprint for UMass Boston 2010-2025

Strategic Plan Implementation

December, 2012

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Fulfilling the Promise:
A Blueprint for UMass Boston 2010-2025

"The year is 2025. At least 60 percent of undergraduate students graduate, ready to succeed in a transnational world. Faculty pursue deeply engaged research, teaching, and service. Significant increases in external research funding enable the university to continue to rise within the Carnegie Foundation's Research/High ranking, earned in 2011, to research status of the first order. As undergraduate and graduate students engage in research, they acquire the refined and complex knowledge, values, and skills of inquiry that the globalized world requires. We are meeting our founders' challenge to 'preserve and extend…the domain of knowledge' through research with local and global reach. We are creating new knowledge in all major areas of human concern." (excerpt from the Report of the Strategic Planning Implementation Design Team, August 2011, p. 3)

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Strategic Priorities 2010-2025

- Advance student success and development
- Enrich and expand academic programs and research
- Improve the learning, teaching, and working environment
- Establish a financial resources model consistent with the university's vision statement.
- Develop an infrastructure supportive of the preceding goals

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Strategic Plan Implementation Group

Charge: Guide and monitor the university's efforts to achieve its strategic goals.

- Joan Becker, Academic Support Services and Undergraduate Studies, Co-Chair
- Kathleen Teehan, Enrollment Management, Co-Chair
- Darius Brown, Student
- Reyes Coll-Tellechea, Latin American and Iberian Studies, Faculty Council
- Shaun Curry, Facilities
- Patrick Day, Student Affairs
- Duane Jackson, Chancellor's Office
- Varda Konstam, Counseling and School Psychology, Faculty Council
- DeWayne Lehman, Government Relations and Public Affairs
- Joan Liem, Graduate Studies
- Manickman Sugumaran, Biology, Faculty Council
- Kiran Verma, Faculty Member, College of Management
- Sue Wolfe, Budget Director
- Jesse Wright, Student
- Zong-Guo Xia, Research and Strategic Initiatives and Graduate Studies

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Implementation Work Plan

UMass Boston Strategic Plan Goals and Objectives	Spring 2012 Priority Activities C=Related to Chancellor's Goal/Objective SP=Related to Strategic Goal	Measure	Persons Responsible for One Hundred Days Goal
Goal 1: Advance student success and development.			
Objective 1: Increase the graduation rates of freshmen and transfer students by building a system of on-track indicators and pathways; expanding learning community programs; and providing developmental advising for all students, better orientation, assessment, and placement processes, more academic support, a richer campus life, and teaching and learning that promotes engagement and success. Target graduation rates for fall 2015 entering cohorts: ▪ **60 percent for first-time and transfer freshmen (assumes residence halls open in fall 2014)** ▪ **62 percent for transfers with sophomore status** ▪ **73 percent for transfers with 60 or more credits**	Improve graduation rates by accepting and beginning implementation of the Graduation Rates Work Group plan. (C/SP) 1. Agree to advising model, including identifying appropriate short and long-term space; hire; and deploy new advisers accordingly 2. Finalize on track indicators 3. Develop degree pathways 4. Develop and implement a model for ensuring short-term on-track course availability; review best practices for long-term planning models/systems (see Goal 4; objective 1) 5. Implement Map Works Spring 2012 pilot 6. Develop learning community assessment and expansion plan.	Increase the percentage of students who enter in fall 2011 who return for year 2 by 3 points above fall 2009 (for freshmen and transfers); and increase the percentage who start year 2 on track (at least a 2.5 GPA and 24 credits) by 5 points. (C)	**Provost Langley; Vice Provost Becker; Deans**
Objective 2: Increase the overall percentage of tenure-stream (tenured and tenure-track) faculty to make us comparable to the best of our peers and aspirational peers. Raise tenure-stream faculty to 45 percent of total headcount by 2015 and to 50 percent by 2025.	Appoint a Faculty Resource work group to analyze, project, and oversee the faculty growth, by faculty type, numbers and colleges, including tenure-track and non-tenure track. (SP)	Plan to align new and replacement faculty TT lines and full-time NTS lines with growth, new programs, graduate program development developed and approved by December 2012.	**Provost Langley Faculty Resource Work Group**
Objective 3: Open the first residence hall by fall 2014.	Complete a due diligence financial review by December 2011; determine the feasibility of negotiating an agreement in January 2012; if negotiations are not begun or cannot be completed by June 2012, move forward with planning and programming for the construction of new residence halls. A decision regarding our approach to campus housing will be made by spring 2012. (C/SP)	Agreement with a private developer for the use of existing structures as residence halls or a plan to construct new residence halls in place by July 1, 2012. (C)	**VC Day; VC O'Connor AVC Ciccarelli**
Objective 4: Establish an Honors College that enrolls five percent of the undergraduate population, enhancing the university's ability to cater to the needs of motivated, academically talented, and educationally ambitious students.	**Accept the Honors College Committee report, work with the provost to develop a proposal to establish an honors college, and submit the proposal to campus governance and then to the system office for Board of Trustee approval. (C/SP)**	**The honors college proposal is developed and accepted by December 2012. (C)**	**Provost Langley**

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Reporting

Goal 1: Advance student success and development				
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TASKS SPRING 2012	OUTCOME MEASURE	Person(s) Responsible	STATUS	**COMMENTS**
Improve graduation rates by accepting and beginning implementation of the Graduation Rates Work Group plan. (C/SP) **1. Agree to advising model, including identifying appropriate short and long-term space; hire; and deploy new advisers accordingly** **2. Finalize on track indicators** **3. Develop degree pathways** **4. Develop and implement a model for ensuring short-term on-track course availability; review best practices for long-term planning models/systems (see Goal 4; objective 1)** **5. Implement Map Works Spring 2012 pilot** **6. Develop learning community assessment and expansion plan.**	**Increase the percentage of students who enter in fall 2011 who return for year 2 by 3 points above fall 2009 (for freshmen and transfers); and increase the percentage who start year 2 on track (at least a 2.5 GPA and 24 credits) by 5 points. (C)**	**Provost Langley; Vice Provost Becker; Deans**		

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Accomplishments

- Increase advising resources in the colleges—3 new positions funded in FY 12; 5 positions funded for FY 13.
- Implement Map-Works—a web-based retention tool.
- Launch Start On-Track; Stay On-Track Campaign
- Expand college-based learning communities—FY 13 funding for peer mentors and community-building programming.
- Increase paid internship opportunities and college-friendly employment—WB Mason and State Street Bank

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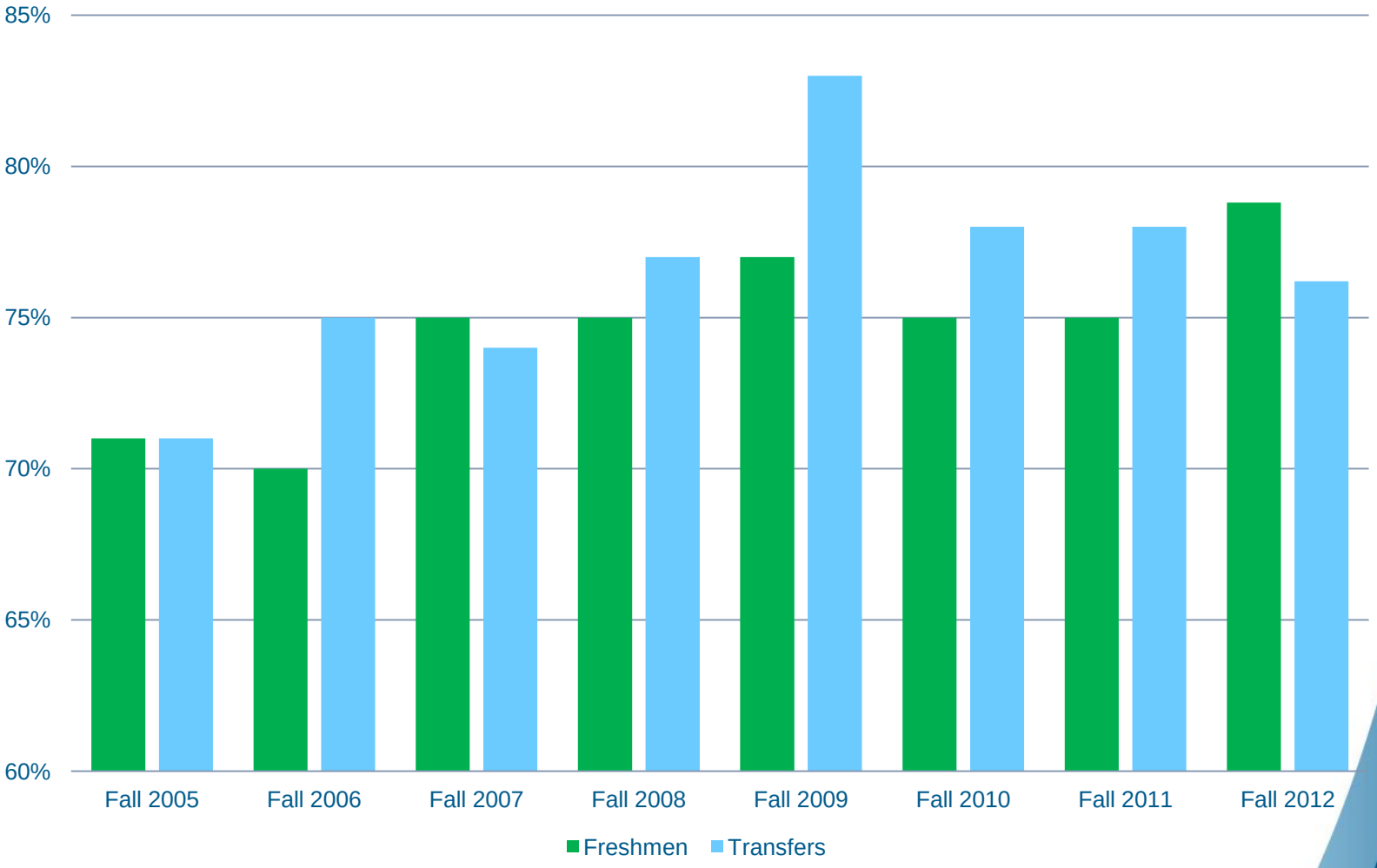
Freshman and Transfer Retention Rates



Budget Process

- Developed and prioritized FY 13 requests for the specific recommendations outlined in the approved Strategic Plan.
- Developed recommendations for growth needs that were not specifically identified by the strategic plan.
- Recommendations were reviewed and approved by the Provost as leader of the strategic plan implementation, by the Chancellor's cabinet (the Vice Chancellors), and then by the Provost, the Vice Chancellor for Administration and Finance, and the Chancellor, with the final decisions made by the Chancellor.
- $8.5 million approved for strategic priorities, including $2 million for new faculty hires and $1.5 million for financial aid.

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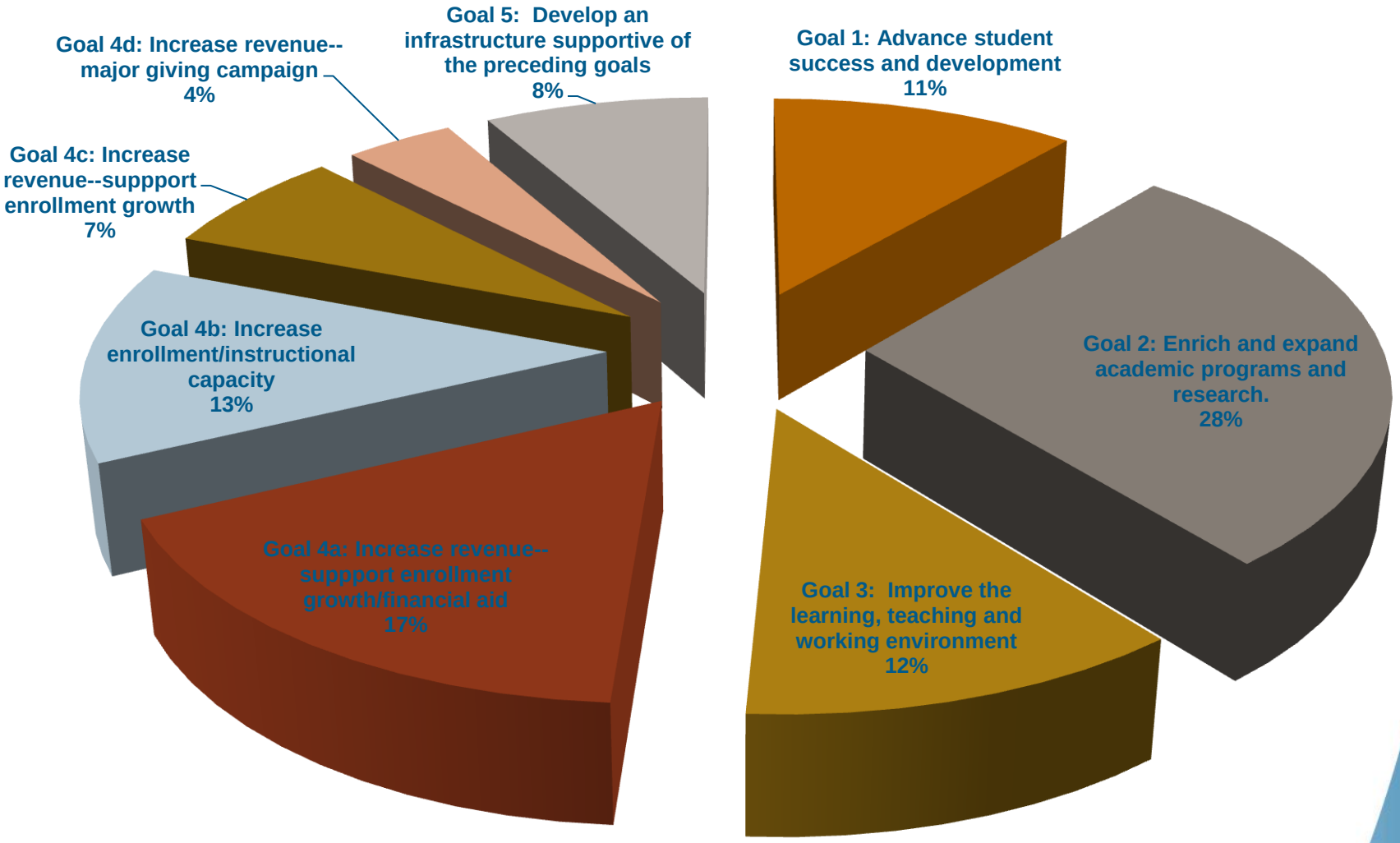
FY 13 Strategic Priorities



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