President's Goals and Objectives for FY2010-11

VISION: The University of Mary Washington will become the best public liberal arts institution in the nation.

INTRODUCTION: In order to move towards achievement of the vision, the University's Strategic Plan must be brought to life. Thus, the goals and objectives identified below are comprehensive in nature because to become the best is to attempt to achieve excellence in all areas of the institution. The Strategic Plan provides the framework for doing so and assists in determining where the focus of our efforts needs to be.

It is important to note that moving an institution forward is a team effort involving the Board of Visitors and the President. We are the leadership for the institution and what we say, the actions we take, and the support shown are the ultimate determination of whether or not the institution can actually achieve its aspirations. Of course, the vice presidents play an integral role by leading their respective units, but responsibility for their management and success rests with the President.
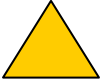
The format of this plan follows the Strategic Plan in that its eight goals are listed, followed by tasks that will be undertaken to address progress towards achieving the goals. Displayed first are the three motivations driving the actions of the President over the course of the following year.

MOTIVATIONS:

1. Achieve a vision of excellence in all areas of the institution.
2. Increase the knowledge of the existence of the University of Mary Washington beyond a 30 mile radius of the University's campuses. The rationale for this goal is to improve employment opportunities for our graduates and internship possibilities for our students in addition to increasing enrollment applications.
3. Thoroughly embrace and support the teacher/scholar model.
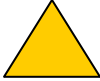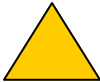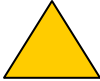
PLANS FOR FY2010-11
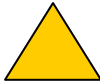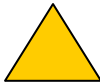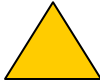
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GOAL 1: ENHANCE AND PROMOTE ACADEMIC EXCELLENCE			
1. Continue preparation for reaffirmation of accreditation		🔺	
2. Assist in the development of the University's new governance structure whenever possible			🟢
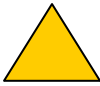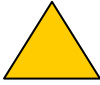
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3. Support development of new office of Institutional Effectiveness and Assessment; develop institution-wide assessment plan and initiate assessment activities			🟢
4. Support establishment of new Colleges of Business and Education through presidential leadership as necessary and appropriate		🔺	
5. Explore feasibility of increasing number of annual sabbaticals awarded to faculty			🟢
6. Fund position of Director of Teaching Center and hire for FY2011-12 academic year		🔺	
7. Fund assistant director position in Office of Disability Services and hire for FY2011-12 academic year			🟢
8. Fund position of director for Office of International Programs and hire for FY2011-12 academic year			🟢
9. Create and distribute alumni survey to collect data on success of graduates going to graduate school and employment			🟢
10. Establish library committee to review and make recommendations on acquisitions, use of electronic media, etc.	⬡		
11. Develop a CAS proposal for a master's degree		🔺	
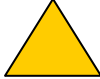
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12. Develop a proposal for establishing a University Honors program within the CAS (An Honors program is one where students are offered a separate admission into the program based on their academic and other qualifications and then follow a unique curriculum throughout their four years.)		▲	
13. Conduct a faculty workload study		▲	
14. Create at least one new faculty position and initiate hiring process for the 2011-12 academic year			●
GOAL 2: CREATE AND SUSTAIN AN INTEGRATED AND COLLABORATIVE UMW STUDENT EXPERIENCE, BLENDING CURRICULAR AND CO-CURRICULAR LEARNING OPPORTUNITIES WITHIN A STUDENT- CENTERED ENVIRONMENT			
1. Develop Freshmen Seminar (FSEM) program to support James Farmer's Legacy and diversity programming			●
2. Link multiple FSEM programs to James Farmer Scholar programs and resources including speakers and the future development of a post-doc campus resource			●
3. Initiate theme housing and FSEM linkage. Ensure residential administrative processes are in place to assess and cultivate ongoing improvements in theme housing opportunities		▲	
4. Create orientation and pre-matriculation programs to support a UMW connection with first-year students		▲	

	Red (No Update)	Yellow (In Progress)	Green (Completed)
5. Develop a graduate student staffing model within Student Affairs linking graduate student programs and services directly with undergraduate students **-**			🟢
6. Encourage interaction between graduate paraprofessionals and undergraduates to enhance graduate school participation			🟢
7. Expand on student connections to alumni through affinity group development with UMW alumni. Create programs connected to UMW Athletics/Club Sports programs and the Honor Council		🔺	
8. Re-invent a UMW student leadership program through external resource development (A student leadership program was offered each summer until this year; it was eliminated due to budget reductions.)		🔺	
9. Expand and clarify Service Learning structure, opportunities, and connections with Academic Affairs. Work directly with departments to increase services and expand opportunities for students			🟢
10. Develop Multicultural Affairs programming link to academic departments			🟢
11. Initiate a Faculty-Student Affairs Committee to organize academic feedback		🔺	
12. Connect faculty and staff to the Athletic Department through a shadowing program		🔺	
13. Increase Honor Code awareness through programming and outreach efforts		🔺	

	Red (No Update)	Yellow (In Progress)	Green (Completed)
14. Ensure residence education programming model (a plan for how students living in specific residence halls will build community and continue learning outside the classroom) is developed and functional for Randolph and Mason completion and subsequent residential projects		🔺	
15. Develop a campus meditation space for ecumenical use and multiple student benefits			🟢
GOAL 3: PROMOTE AND ENHANCE A DIVERSE AND INCLUSIVE COMMUNITY			
1. Create and fund position of Special Assistant to the President for Diversity and Inclusiveness; hire within FY2011			🟢
2. Establish Diversity Council		🔺	
3. Adopt diversity and inclusiveness values statement and incorporate same into institution's statement on community values			🟢
4. Participate in 50th Anniversary of Freedom Rides (James Farmer organized)			🟢
5. Continue to support efforts to recruit students and employees from diverse backgrounds such as the Rappahannock Scholars program		🔺	
GOAL 4: ENHANCE, STRENGTHEN, AND PROMOTE THE FINE AND PERFORMING ARTS, MUSEUMS, LIBRARIES, AND OTHER RICH CULTURAL RESOURCES OF THE UNIVERSITY			
1. Explore possibility of partnering with City of Fredericksburg in construction of new performing arts center		🔺	

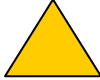|	Red (No Update)	Yellow (In Progress)	Green (Completed)
2. Work with the offices of University Marketing, Creative Services, and News and Public Information to develop a comprehensive approach to increasing visibility and awareness of the arts at UMW-		▲	
3. Create an umbrella Arts organization to solicit support on behalf of the University's arts and cultural entities			🟢
4. Appoint a committee to begin work on development of a master plan for the arts and other cultural resources		▲	
GOAL 5: CREATE AND SUSTAIN A STRONG SENSE OF INSTITUTIONAL COMMUNITY AMONG UMW FACULTY AND STAFF, AND PROVIDE THE INFRASTRUCTURE TO ADVANCE OUR MISSION, ENSURING A PRODUCTIVE AND SUPPORTIVE UNIVERSITY WORK ENVIRONMENT			
1. Create an organizational structure for administrative faculty, classified employees, and wage employees to participate in the development of policies and programs to advance the interests of these employees			🟢
2. Establish a Leadership Council to complement the work of the Cabinet (The idea is to have additional institutional leaders plus some members of the faculty join the Cabinet once a month to discuss University business.)			🟢
3. Conduct an administrative faculty compensation/equity study to establish benchmarks for hiring and internal alignment		▲	
4. Support completion of Anderson Center			🟢

	Red (No Update)	Yellow (In Progress)	Green (Completed)
5. Work to improve morale through communication and development or revision of other employee programs and activities		▲	
6. Continue customer service initiative			🟢
7. Develop policies on sustainability and support campus efforts to increase awareness of and implementation of sustainability practices			🟢
8. Complete work on campus master plan to include prioritization of facility projects to be undertaken over the next six years		▲	
9. Recommend permanent location for new data center			🟢
10. Re-establish User Servicers department on Fredericksburg campus			🟢
11. Establish Information Technology Advisory Committee to include members of teaching faculty			🟢
12. Improve communication to campus community related to changes proposed in technology area			🟢
GOAL 6: PROMOTE AND ENHANCE REGIONAL ENGAGEMENT, LEADERSHIP, AND SERVICE TO THE PUBLIC			
1. Support completion of Dahlgren campus and establish an advisory committee on strategic direction for Dahlgren programming			🟢

		Red (No Update)	Yellow (In Progress)	Green (Completed)
2.	Explore possibility of establishing along with George Mason University a public-private partnership with MTCSC (defense contractor) in operation of a Quantico-based higher education/research center			🟢
3.	Seek opportunities for University personnel to be involved/attend regional programs, meetings, conferences, and other activities		🔺	
4.	Continue service on Board of Directors for Rappahannock United Way, Fredericksburg Regional Alliance, Fredericksburg Chamber of Commerce			🟢
GOAL 7: DEMONSTRATE EFFECTIVE STEWARDSHIP OF EXISTING RESOURCES AND DEVELOP NEW REVENUE STREAMS TO SUPPORT STRATEGIC PLAN INITIATIVES				
1.	Obtain Level II designation (Higher Education Restructuring Act)	🔴		
2.	Seek and obtain operating funds for Dahlgren campus			🟢
3.	Develop plan for next fund-raising campaign with goal to begin quiet phase in summer of 2011		🔺	
4.	Create and fund position of Director of Grants and hire for FY2011-12 academic year	🔴		
5.	Facilitate with Board of Visitors a review and discussion of University's tuition pricing policy			🟢
6.	Meet with all legislators on money committees twice during the year (once during session and once in Fall) and at least once with executive branch staff to include the Governor			🟢

	Red (No Update)	Yellow (In Progress)	Green (Completed)
7. Create six-year capital plan based on completion of Master Plan			🟢
8. Raise $7 million in annual funds		🔺	
GOAL 8: STRENGTHEN THE IMAGE AND IDENTITY OF THE UNIVERSITY OF MARY WASHINGTON AND EXPAND VISIBILITY AND RECOGNITION OF THE INSTITUTION			
1. Develop an integrated marketing plan which includes an institutional positioning statement		🔺	
2. Develop a new University web site		🔺	
3. Actively participate in meetings with alumni chapters across the country			🟢
4. Seek opportunities for University personnel to be involved/attend regional programs, meetings, conferences and other activities		🔺	
5. Ensure consistent branding and messaging through adherence to the University's new Identity Standards Manual (a manual on how the University's name and logo are to be used/displayed)		🔺	