



## **UNIVERSITY OF MARY WASHINGTON STRATEGIC PLAN 2009-2014**

*Approved by the Board of Visitors November 20, 2009*

### **I. INTRODUCTION**

The University of Mary Washington was founded in 1908 as the State Normal and Industrial School for Women in Fredericksburg, Virginia. The name was changed in 1924 to the State Teachers College at Fredericksburg and in 1938, having developed into a liberal arts college for women, the name was changed to Mary Washington College. In 1944, Mary Washington College affiliated with the University of Virginia as its women's undergraduate arts and sciences division. In 1970, the University of Virginia became coeducational and in 1972, by action of the General Assembly of Virginia, Mary Washington College became an independent, state-supported institution for women and men with its own governing board. On July 1, 2004, the General Assembly named the institution the University of Mary Washington.

The University currently consists of two colleges. The foundational and largest college is the College of Arts and Sciences. Located on the historic Fredericksburg campus, the College of Arts and Sciences offers a rigorous course of study in the liberal arts and supports the University's traditional undergraduate student population with a wide range of student activities, including a Division III athletic program. The college offers more than 30 undergraduate programs in the arts and sciences, and awards four degrees: Bachelor of Arts, Bachelor of Science, Bachelor of Liberal Studies, and Master of Science in Elementary Education. The Fredericksburg campus is defined by its neoclassical architecture, old growth trees, landscaping and open spaces that give it an extraordinary beauty, and the campus serves as a lively and rich environment for the academic and personal development of students as well as an important location for residents in the Fredericksburg region to enjoy University sponsored arts and other cultural events.

In 1999, responding to accelerating demographic changes that increased the demand for educational services within the region, the University opened the James Monroe Center, located at a new campus in nearby Stafford County. In 2004, this became the University's College of Graduate and Professional Studies. This college currently offers programs appropriate to the region's economic development needs and provides educational opportunities for the non-traditional undergraduate student as well as professional development and advancement opportunities for the citizens of the region. The College of Graduate and Professional Studies

offers four degrees: Bachelor of Professional Studies, Master of Education, Master of Business Administration, and Master of Science in Management Information Systems. The Stafford campus has two state of the art educational buildings (one LEED certified) that support the program offerings as well as serve as venues for regional business and government conferences, meetings, and other special events.

The University is currently planning construction of a third campus at Dahlgren to support specialized programs and training for military and contract personnel as well as community members in that area.

The University of Mary Washington attracts students from all areas of Virginia, particularly the urban areas of Northern Virginia, Richmond, and Tidewater. Approximately 20 percent of its on-campus resident students are from other states and foreign countries, with the largest population coming from Southern, Middle Atlantic, and New England states. Located in the middle of a rapidly growing Washington-Richmond “urban corridor,” the University of Mary Washington also serves the educational needs of both full-time and part-time, commuting students.

Excellence in the liberal arts has been at the center of the University’s educational philosophy and commitment to this will continue to define the University of Mary Washington. The University has an established reputation for its outstanding faculty and for undergraduate and graduate programs where teaching and student achievement are priorities. Academic excellence, the liberal arts, a student-centered learning environment, and outstanding teaching are at the core of what the University has been and will continue to be.

While the recent national economic crisis has led to significant reductions in state funding to the University, the University of Mary Washington has a long history of sound financial and academic program management, a strong and consistent level of support from the University of Mary Washington Foundation, dedicated and active alumni, and on-going relationships and support from its community and regional partners. Under the new leadership of President Judy G. Hample, the University’s legacy of high quality academic programs, first-rate faculty, and excellent students will continue to serve as a resource and defining character as UMW moves into the future.

**Strategic Planning Context:** The University of Mary Washington Strategic Plan provides a vision for the University we aspire to be. It is an expression of our institutional values and mission, and identifies strategic goals and objectives for grounding our decisions, guiding our resource allocations, directing our efforts, and determining our progress over the next five to eight years. Our plan draws from the imagination, creativity, knowledge, and experience of the UMW community, and it is responsive to the direction set by the leadership of the institution, our President and Board of Visitors. This plan also takes into account our ongoing obligations to the Commonwealth of Virginia and the necessary preparation for our next Southern Association of Colleges, and Schools, Commission on Colleges (SACS) review. Thus, the strategic plan has been developed in a context of four areas:

- ***Our vision, institutional values, strategic goals.*** We must ensure that the strategic plan implements our vision and core values, identifies and builds on our strengths, and anticipates and meets the needs of our future students, the region, and the nation.
- ***Our public mission and the State Council of Higher Education for Virginia (SCHEV).*** We must realize and meet our responsibility as a public institution and further the state's higher education goals. The State Council of Higher Education for Virginia's *2007-2013 SCHEV Strategic Plan: Access, Alignment, Investment*, offers specific goals for higher education in Virginia and the University of Mary Washington must do its part to advance these state-wide goals. In addition, UMW is expected to meet annual state Institutional Performance Standards (IPS) to achieve certification from SCHEV. The goals of our strategic plan must align with our performance standards and statewide goals.
- ***Our accreditation and the Southern Association of College and Schools, Commission on Colleges (SACS).*** The University of Mary Washington is a SACS master's level III institution. The strategic plan must enable us to meet the expectations of SACS, our accreditation body. The University's next SACS visit will be in the spring of 2013; our plan must have objectives that will address SACS requirements in addition to our other objectives.
- ***Our University leadership.*** The strategic plan must take into account the Board of Visitors' charge to the President to set a future course for the University of Mary Washington. The President, working with the BOV, presented her vision and recommended a set of major initiatives in November 2008. That vision was of a premier, public, national university, which attracts high-caliber students and is noted for its strong emphasis on the undergraduate liberal arts and sciences, opportunities for research and study abroad, leadership development, and increased service to the northern Virginia region.

**Strategic Planning Process:** President Judy Hample initiated the strategic planning process in a university-wide speech on November 17, 2008. In December, Dr. Hample appointed a Steering Committee with members from the faculty (both elected and appointed), staff, students, and an alumna, and charged the committee to lead a planning process that would bring a plan to the Board of Visitors for approval by November 2009. The Steering Committee established a public website for the process and kept the UMW community informed of all planning activities by regularly posting documents, meeting minutes, updating information, encouraging posted or emailed comments, and sending out regular broadcast email communications. The Steering Committee created fourteen discussion groups focused on a wide-range of areas, groups composed of faculty, staff, students, and in some cases, members of the broader UMW and regional community. The discussion groups worked through the spring 2009 semester and in April, each group submitted a final report with recommendations to the Steering Committee (see Appendix for all reports). In June, the Steering Committee used the reports of all the discussion groups as well as all comments and feedback the committee had received to generate the first working draft of the strategic plan. The first draft thus represented the input and participation of hundreds of members of the UMW community as well as alumni.

In June, the Steering Committee conducted a planning retreat. Also participating in the retreat were President Judy Hample and two members of the Board of Visitors. After the retreat, a

draft of the plan was shared with all UMW faculty and staff, the Board of Visitors, and the University of Mary Washington Foundation Board. On July 17, the Steering Committee met with the BOV to discuss the draft plan. On August 28, the committee published the next working draft for all faculty, staff, and students. In September, the committee held three community-wide open meetings as well as meetings with staff, faculty, and student groups. Incorporating this final feedback, the committee submitted the plan to President Hample in October. On November 20, 2009, the strategic plan was approved by the UMW Board of Visitors.

## **II. VISION**

The University of Mary Washington will be a premier, nationally recognized, public liberal arts university, providing undergraduate and graduate studies in a superior environment for learning, creating knowledge, and service. Building on our tradition of honor, teaching innovation, commitment to diversity and inclusiveness, and collaboration with our regional community, we will prepare our students for intellectual, professional, and public leadership.

Embracing the diversity of the Commonwealth and beyond, the University will be both accessible and challenging, a school of choice for outstanding, aspiring, motivated students as well as for talented faculty committed to excellence in teaching, research, professional accomplishment, and contributions to the communities beyond the campus. University of Mary Washington graduates will be widely recognized as well prepared for post-graduate studies; they will be appreciated for their research and creative productivity, and sought after by employers for their knowledge, skills, personal integrity, and strong ethic of service.

Offering rich cultural assets and professional development opportunities, the University will become an effective advocate for regional engagement and development, and will provide leadership in areas of institutional strengths and responsibility. UMW will also be the employer of choice for those seeking an enriching work environment.

## **III. MISSION STATEMENT**

The University of Mary Washington is one of Virginia's outstanding public liberal arts universities, providing a superior education that inspires and enables our students to make positive changes in the world.

The University is a place where faculty, students, and staff share in the creation and exploration of knowledge through freedom of inquiry, personal responsibility, and service. UMW offers a wide range of undergraduate, graduate, and professional programs, with opportunities for students to engage in disciplinary and interdisciplinary studies, to conduct research, to integrate and apply their knowledge within broad educational experiences, to develop their professional interests, and practice the habits of mind necessary for life-long learning.

UMW's size, dedicated faculty, and historical commitment to fine teaching create an institutional culture where both undergraduate and graduate students benefit from strong connections with their faculty and multiple opportunities for active learning.

Located in Fredericksburg between our nation's capital and the capital of the Commonwealth of Virginia, the University of Mary Washington is a nexus for engagement among diverse communities and is dedicated to improving the regional quality of life.

We fulfill our mission by immersing students, faculty, and staff in local, regional, national, and international communities, and by inculcating the values of honor and integrity. UMW graduates are models of adaptive learning, personal achievement, responsible leadership, service to others, and engaged citizenship in a global and diverse society.

#### **IV. STRATEGIC ISSUES**

Over the next five to eight years, the University of Mary Washington must address some critical challenges as well as take advantage of significant opportunities. These include the following:

- Fully achieve our current status and obligations as a high quality, SACS masters level III University and prepare for SACS reaccreditation visit in 2013; we must also continue to align our programs and planning with state expectations.
- Create and promote a unique, substantive "UMW experience" that defines and ensures a distinctive undergraduate and graduate experience; integrates transfer, commuter, and non-traditional students into UMW; and enhances engagement of alumni with their alma mater.
- Identify and secure more private and public funds to build the University endowment and support the growth and development of programs and strategic plan priorities.
- Anticipate and prepare for continued national and statewide economic instability; address challenges in reduced state funding and raising money from private sources; balance tuition increases with our obligation to keep the University accessible and affordable to all students, particularly those with need-based aid.
- Create a working environment that attracts and retains an excellent, increasingly diverse, committed faculty and staff.
- Address issues of accessibility, affordability, and selectivity to achieve academic excellence while anticipating and adapting to both significant demographic and economic changes in the Commonwealth and the nation.
- Define and develop the University's current and future colleges and programs as appropriate to advancing our mission as a high quality public liberal arts university.

- Define the roles, future development, and integration of the University's various campuses, its historic properties and other cultural resources, and its expanding physical presence in ways that ensure and maintain a cohesive programmatic and institutional identity.
- Fully develop and consistently present our institutional identity, image, and programs to external constituencies in a way that is coherent with who we are and who we aspire to be.
- Prioritize critical infrastructure needs, including IT and facilities, consistent with our mission and in ways that clearly support our students and academic programs.
- Expand our leadership role to become more engaged in the community and region, and to identify and fully meet regional responsibilities including workforce needs, economic development, and environmental stewardship.

## **V. UMW GUIDING VALUES**

As we work to reach our goals, we will be guided by a set of basic institutional values. These include:

- UMW values an institutional culture of excellence achieved by individual and collaborative productivity, disciplinary and interdisciplinary achievements, diversity and inclusion, and accountability for self, institution, and the community beyond our campuses.
- UMW values its long tradition of individual and collective honor and integrity, including our institutional Honor Code.
- UMW values, supports, and emphasizes varied and effective teaching and learning environments informed by pedagogical research, theory, and best practices, in anticipation of a changing world.
- UMW values and encourages service from students, faculty, and staff.
- UMW values the contributions and dedication of all the people who are part of the institution – our students, faculty, staff, alumni, and friends of the University.
- UMW values an institutional culture that promotes open, respectful communication and productive shared governance.
- UMW, with its long tradition of individualized attention to students, values its legacy of providing an exceptional undergraduate liberal arts experience and its growing reputation for offering high quality graduate and professional study.
- UMW values its commitment to identifying and meeting the ongoing and changing needs of the traditional and non-traditional student.

- UMW values the opportunities, richness, and excellence fostered by a diverse and inclusive environment.
- UMW values the loyalty and appreciation our alumni feel for their alma mater and the commitment they show by staying connected to their Mary Washington classmates, their teachers, and their institution.
- UMW values its dynamic regional partnerships and its leadership role in serving as a cultural, economic, and intellectual resource to the community.

## **VI. UMW STRATEGIC PLAN GOALS AND OBJECTIVES**

The UMW strategic plan proposes eight goals to realize our vision and remain responsive to our role in the Commonwealth. Each goal has a series of objectives that serve to define and advance the goal. The goals are what we want to achieve or become, the objectives are what we must do to get there. Many objectives make reference to the reports of the discussion groups and these reports should serve as resources for those offices and individuals tasked with implementing the goals and objectives in those areas.

To implement this strategic plan, the president will work with the Board of Visitors to establish University funding priorities. The president and her senior staff will identify specific benchmarks, dates, and responsible offices for meeting the plan's prioritized objectives and goals. An "operational" or "implementation" plan developed by the president and her senior staff will set annual targets for meeting specific areas of the strategic plan and allow the institution to measure its progress. President Hample is committed to providing an annual report on progress made in implementing the strategic plan.

### **GOAL 1 ENHANCE AND PROMOTE ACADEMIC EXCELLENCE**

**UMW will offer high quality, rigorous academic programs that prepare students for advanced study, further their professional development, and advance their careers. These programs will be provided in an environment that is challenging, student-centered, fostering experiential learning, research, leadership, and engagement with and service to the region.**

With an established reputation for teaching, research and creative activity, UMW will be a teaching and learning community defined by academic excellence, intellectual integrity, accountability, and collegiality. The University will emphasize high quality teaching and intellectual inquiry, seeking to engage students, colleagues, and communities beyond the campus through opportunities for critical reflection, research, and practices that support and encourage learning. UMW will celebrate the times when students teach and teachers learn, when these roles are shared, active, and evolving in response to the needs of intellectual inquiry and social relevance. UMW will be the point of entry for our students to go out and explore and engage with our broader communities.

UMW expects students and faculty to take active responsibility for what they do, what they believe, what they know, and what they do not know. We expect our students, faculty, and University leadership to challenge traditional boundaries, thinking, communicating, and engaging across those boundaries.

Our curriculum, programs, organizational structure, and resource development will support these internal and external connections, integrations, and engagements. We will foster interdisciplinary and cross-disciplinary studies, research, experiential and service learning, and curricula as “case studies.” We will expand UMW’s leadership in both discipline-based research as well as engagement in the national focus on new learning environments, innovative pedagogies, and emerging academic technologies. We will exemplify “scholarship in action.”

**OBJECTIVE 1. A: Recruit, retain, develop, reward, and support a high-quality, diverse faculty.**

- Study and address the issue of faculty teaching loads, bringing UMW undergraduate and graduate faculty teaching loads and practices for determining faculty effort more in line with those of other academically challenging, high-quality liberal arts institutions; appoint a faculty/staff committee to begin a teaching load study in Fall 2009 to submit recommendations to provost and president by Fall 2010.
- Recruit a more diverse faculty, including faculty from under represented populations; benchmark to national AAUP and/or DOE data on PhDs and other terminal degrees; review and implement the recommendations of the report on diversity and inclusion (see Appendix).
- Increase both funding and infrastructure support for faculty research, scholarship, and creative activity; establish a University Grants Office to support faculty research through external funding and hire at least one full-time staff person with demonstrable experience in successfully assisting faculty in obtaining and managing grants; set specific targets for external funding; provide increased support for the Institutional Review Board (IRB) including support to register and obtain an OHRP approved assurance of compliance with HHS regulations from the US Department of Health and Human Services (HHS) Office for Human Research Protections (OHRP).
- Create a recruitment and retention plan that sets targets for achieving first choice hires; allows for successful counter offers; provides support for faculty who receive grants and other external funding opportunities; and increases faculty development funds to support research, teaching, creative activity, sabbaticals, and professional development.
- Set competitive, full-time faculty salary goals, benchmarked against our true peer institutions (i.e., AAUP 60th percentile or 60th percentile of set peer group).
- Maintain low levels of part-time instruction, no more than 15 percent of instructional faculty overall.
- Provide adjunct faculty with competitive salaries, adjusted appropriately to meet market, disciplinary, and degree program needs.
- Review and revise the *Faculty Handbook(s)* criteria for evaluation, promotion, and tenure; continue to allow for flexibility in annual individual faculty choices about investment of effort (teaching, research-professional activity, service); reward innovation and excellence in teaching, high quality discipline-based research and creative activity, faculty efforts to create successful new programs, research in pedagogy and student learning, and experimentation with

emerging instructional technologies; establish specific and relevant criteria for the recruitment, development, evaluation, promotion and tenure of faculty teaching in undergraduate programs and for faculty teaching in graduate and professional programs.

**OBJECTIVE 1. B: Recruit, enroll, and retain a high-achieving and diverse student body.**

- Reach out to and actively recruit a diverse student body that reflects the diversity of the population of the Commonwealth as well as the nation and the global community.
- Enhance UMW's selectivity and ability to attract students who show potential for high levels of achievement in academics, creative work, leadership, and service.
- Continue to improve the accessibility and affordability of UMW by providing increased need-based scholarships; set specific targets for increasing the number of Pell-eligible students.
- Provide enhanced, integrated supportive services for students with diverse backgrounds; evaluate those services regularly.
- Enhance outreach and support services for students with disabilities.
- Continue improvement in graduation rates and retention.
- Develop a plan and set targets to recruit students from the immediate local area, providing special opportunities for those students.
- Continue improvement in the recruitment and retention of transfer students, particularly those from the Virginia Community College System (VCCS); develop a plan to address the academic needs of transfer students, for example:
  - Designate a full-time staff transfer student advisor.
  - Identify high-demand majors and manage course enrollments to set aside sufficient seats in select programs for transfer students. Create program for incoming transfer students that includes academic and social support for the transition to UMW, similar to that planned for first-year students.
  - Increase the number of articulation agreements with the VCCS. Working with our VCCS "feeder" colleges, guide students through their first two years of VCCS study and smooth their transition into UMW.
  - Plan and conduct semi-annual meetings specifically with Germanna, Northern Virginia Community College, Lord Fairfax, and Rappahannock community colleges to focus on program articulation and transfer agreements, and ensure that transfer students are academically prepared to continue their next level of study at UMW.
  - Ensure that provisions exist for first-year students at community colleges who are interested in K-12 careers, to have information related to UMW's teacher preparation programs.

**OBJECTIVE 1. C: Enhance and enrich the course of study in the liberal arts as a principal and defining character of the University and the foundation for the UMW undergraduate experience.**

- Engage the College of Arts and Sciences (CAS) faculty in the commencement of a self-study, starting in the fall of academic year 2009-2010, to examine current courses of study in arts and sciences, and provide faculty recommendations on the role and future of CAS; this study should:

- Identify CAS strengths, areas needing improvement, areas that should grow and/or develop in specific ways, and any programs no longer relevant or viable.
  - Consider the role of the College of Arts and Sciences in conjunction with the development of the College of Education and College of Business; particularly with regard to the central place arts and sciences must have in defining the University's undergraduate liberal arts course of study and experience as a whole.
  - Consider how the College of Arts and Sciences should continue to address the needs of non-traditional students and engagement in regional issues.
  - Identify selected CAS undergraduate programs for sending a specific percentage of graduates into graduate programs or other kinds of advanced study, programs that can become broadly recognized for the success of their graduates in PhD programs and advanced study.
  - Identify any CAS undergraduate programs for appropriate national accreditation, certification, and/or ranking.
  - Recommend the processes and criteria that should be developed to guide the identification, approval, and implementation of CAS masters programs.
- Increase funding and curricular opportunities for undergraduate research, creative activity, experiential learning, internships, and service learning.
  - Increase opportunities and resources, as well as make structural and policy (including *Faculty Handbook*) changes that will foster and support more interdisciplinary study and cross-university program initiatives. Review and implement the recommendations of the report on interdisciplinary and cross-university studies (see Appendix).
  - Design curricula that will help enhance the University's diversity and will engage students and faculty to create rich intellectual connections.
  - Increase opportunities and resources for international education; increase the percentage of traditional students who expect to take part in study abroad or complete an international learning experience prior to graduation by taking some of these immediate steps:
    - Academic departments should create advising "Road Maps" which outline best semesters for specific majors to study abroad and which identify 2-3 possible institutions abroad from which UMW equivalents or major electives can be taken.
    - Identify partner institutions abroad through which dual degrees can be created.
    - Create more departmental or institution-wide course(s) for students to obtain the experiential credit from study abroad [for example, see the Spanish 301 course].
    - International Services should assist faculty in setting up a cooperative consortia of schools from which students can apply for faculty-led study abroad programs.
    - Investigate the use of technology in promoting the internationalization of the curriculum.
    - Improve the web form and database used by students to register for study abroad, provide electronic approval of courses taken abroad, and offer a library of approved courses by program.
    - Create a campus culture that welcomes international scholars and exchanges.
    - Review and implement the recommendations of the report on international education (see Appendix).
  - Increase opportunities for students to directly participate in the fine and performing arts and/or experience the richness of the cultural life of the University; foster and grow UMW performing

arts programs and visibility; ensure that the museums and galleries strengthen their administrative and programmatic ties with the University to involve and serve more of the campus community. Review and implement the recommendations of the report on fine and performing arts (see GOAL 4 and Appendix).

**OBJECTIVE 1. D: Enhance and enrich the course of study at the graduate level, including programs in arts and sciences, and expand professional educational opportunities in areas responsive to the population of the region and that meet the strategic workforce needs of the Commonwealth.**

- Establish a graduate program review process that involves all faculty in the appropriate disciplines; define and implement measurable objectives for all graduate-learning experiences.
- Continue to expand professional educational and development opportunities; ensure that all UMW professional education and development programs are high quality, responsive to changing workforce needs, flexible in their delivery, and financially self-supporting.
- Building on existing strengths, and opportunities, examine the creation of selective, high quality graduate programs in the College of Arts and Sciences.
- Conduct a comprehensive analysis and evaluation of the two current undergraduate programs aimed at non-traditional students, Bachelor of Liberal Studies and Bachelor of Professional Studies, with the goal of strengthening opportunities for non-traditional students.

**OBJECTIVE 1. E: Realize full University status and implement academic organization, administrative structures, and policies appropriate to a high-quality, SACS Masters III institution.**

- Establish a College of Education, bringing the two current education programs and faculty together as a single College of Education to create a high-quality college within the University that will:
  - Enhance and support a high-quality student educational experience for both traditional and non-traditional students in a cohesive unit at both the graduate and undergraduate levels.
  - Offer an integrated curriculum and coordinated procedures with clear choices and cross-campus interactions through which students can become well-trained, effective teachers and school leaders.
  - Enable faculty collaboration on teaching and scholarship issues, recruiting and retaining qualified new faculty members, and making coordinated decisions regarding course offerings and program initiatives.
  - Act as a unit representing the University at the local, state and national levels; serve as a leader in regional educational policy.
  - Provide the University with an opportunity for growth, leadership in effective pedagogy, and a draw for students who are seeking an excellent teacher or leadership preparation program.
  - Benefit the local community by providing even more highly qualified teachers and educational leaders to the local schools through licensure programs and professional learning opportunities for in-service teachers.

- Provide a place for exploration and research on educational theory, practice, and policy.
- Establish a College of Business, bringing the two current business programs together as a single College of Business to create a high-quality college within the University that will:
  - Enhance and support a high quality student educational experience for both traditional and non-traditional students in a cohesive unit at both the graduate and undergraduate levels.
  - Offer an integrated curriculum and coordinated procedures with clear choices and cross-campus interactions.
  - Enable faculty collaboration on teaching and scholarship issues, recruiting and retaining qualified new faculty members, and making coordinated decisions regarding course offerings and program initiatives.
  - Seek and achieve AACSB accreditation.
  - Act as a unit representing the University at the local, state and national levels.
  - Provide the University with an opportunity for growth, leadership in effective pedagogy, and a draw for students who are seeking an excellent business leadership and management program.
  - Increase the visibility and growth of UMW business programs, better meet the diverse needs of the traditional and non-traditional students, respond effectively to the local and regional professional community needs, and offer greater opportunities for program development and advantages of AACSB accreditation.
- Design and implement a University-wide faculty governance system that:
  - Organizes the diverse UMW faculty in a way that they can consider matters relevant to the faculty in all colleges, and make recommendations to the Provost, President, and the Board of Visitors.
  - Maintains appropriate and adequate autonomy for each college of the University to operate a faculty governance system appropriate for its college mission.
  - Coordinates common faculty concerns, sets institutional quality controls, and enhances the quest for excellence throughout the University.
  - Is presented to the President and the Board of Visitors during the academic year 2009-2010 for implementation by fall 2010.
  - Creates and supports a single *UMW Faculty Handbook* that includes all faculty policies and procedures, including those specific to each type of faculty appointment and role; target completion May 2010 for implementation by fall 2010.

**OBJECTIVE 1. F: Establish an Office of Academic Planning, Assessment, and Analysis, reporting to the Provost, to support and coordinate institutional efforts to measure and improve the quality of educational programs, teaching, and student learning.**

This office will:

- Coordinate assessment of all academic program effectiveness to meet SACS guidelines for accreditation and SCHEV expectations including Institutional Performance Standards.

- Conduct research and analysis to support accreditation requirements and academic program reviews, and to establish and verify learning outcomes; work with other units and with faculty in planning and conducting assessments of programs and courses.
- Work with Institutional Research to provide comprehensive analyses and interpretations of institutional data and to process and contextualize data, analyses, and interpretations into usable information that will be provided to faculty and other institutional leaders as support for planning, evaluation, and decision-making.
- Assist in enrollment management by increasing the University's understanding of undergraduate and graduate student retention, graduation, and attrition.
- Assist with ongoing measuring of student satisfaction.
- Develop a coordinated institutional research effort and set targets for student reports on improved learning effectiveness due to an increasingly diverse community.
- Assist in the collection and reporting of outcomes and data on educational programs, including data for VITAL (Virginia Improves Teaching and Learning).
- Work with the Alumni Association to survey UMW graduates on a regular basis to collect meaningful data on their career and professional development, especially in regard to how their UMW experience has influenced their lives and careers after college.
- Support experiential learning by hiring and training undergraduate and graduate students to work on institutional research projects.

**OBJECTIVE 1. G: Build on the University of Mary Washington's rich engagement with academic technologies and the study of teaching and learning, and ensure that UMW becomes a leader in the fields of pedagogical scholarship, library services, and information resources.**

- Support full, immediate development of the University Teaching and Learning Center and hire a director; review and implement the recommendations of the Teaching Center Faculty Advisory Committee Report (see Appendix). Among other goals, the Director and Center would be responsible for:
  - Providing leadership on the scholarship of teaching and learning.
  - Supporting and stimulating faculty/staff research on teaching and student learning.
  - Facilitating collaboration and communication between the directors of the Writing Intensive Program, Speaking Intensive Program, the libraries, the Division of Teaching and Learning Technologies, and Distance and Blended Learning.
- President and Provost will review and implement the recommendations of the *Report on Academic Technologies and Library Resources*, including the creation by fall 2009 of a permanent presidential advisory board on academic technologies, information resources and libraries. The board's charge will be to achieve the following two goals:
  - UMW's libraries will become the University's knowledge center – a physical and virtual manifestation of the institution's missions of connected, integrated, and engaged teaching, learning, research and service to our communities. Specifically, the libraries will become: spaces where people collaborate, gather, and conduct research; showcases and catalysts of innovation; dynamic digital repositories of

- the University's teaching, research, and creative activities; models of support and service responsive to the needs and status of diverse users and learners.
- The University of Mary Washington will be a leader in the fields of academic technology, library services, and information resources by identifying, developing, investing in, and sustaining those practices and resources like the on-going work of the Division of Teaching and Learning Technologies, UMWBlogs, distributed learning pedagogy and technologies, and other programs that produce the highest quality of service, technology and support, while promoting, celebrating, and preserving innovations in teaching, learning, and scholarship.
  - Until a permanent standing committee on academic resources is established through the adoption of a faculty governance plan, the Provost will convene an ad hoc group of faculty and librarians to examine library acquisitions and services for the purpose of ensuring that library collections, resources and services are consistent with the degrees offered and sufficient to support all of the University's educational, research, and public service programs.

**GOAL 2    CREATE AND SUSTAIN AN INTEGRATED AND COLLABORATIVE UMW STUDENT EXPERIENCE, BLENDING CURRICULAR AND CO-CURRICULAR LEARNING OPPORTUNITIES WITHIN A STUDENT-CENTERED ENVIRONMENT**

**Academic and Student Affairs partners will build on the unique strengths of UMW's learning environment to produce well-rounded and engaged University students, graduates, and alumni. UMW will ensure that each student has a high quality, distinctive UMW experience that is integrated throughout the student's UMW career and supports our students' continuing involvement with UMW as alumni. We will establish an institutional culture that is student-centered, collaborative, and responsive to students' needs and expectations. This includes creating and maintaining a culturally rich, diverse, and fully inclusive educational experience. We will develop and maintain the physical campuses and buildings to reflect and support the UMW student-centered focus.**

**OBJECTIVE 2. A: Create and implement an integrated first-year experience that incorporates in-class and out-of-class learning; beyond the first year, create academic and co-curricular programs that promote student development and success in each succeeding year of student enrollment.**

**OBJECTIVE 2. B: Establish programs and connections that clearly and explicitly link the UMW education to careers, graduate, and professional development.**

- Begin proactive, semi-structured career development experiences that demonstrably link the UMW undergraduate, graduate, and continuing and professional education to career options.
- Establish a formal, expanded alumni and employer networking database, easily accessible for students, faculty, and staff.

- Establish connections between graduate/professional students in UMW programs and UMW undergraduate students, and with alumni and Fredericksburg community members as a means of supporting internships, networking, informational interviewing, job shadowing, etc.

**OBJECTIVE 2. C: Provide a distinctive and engaged student experience by fostering an integrated academic and co-curricular student life, strengthening school spirit, pride, and support for UMW, and encouraging student leadership, wellness, activities, and experiential learning.**

- Establish a comprehensive student leadership program, including a study reward system for student leadership to possibly include academic credit and/or stipends.
- Foster and support the intercollegiate athletic program; review and implement the recommendations of the report on intercollegiate athletics (see Appendix), and ensure that the intercollegiate athletic program maintains state, regional and national prominence in NCAA Division III competition.
- Develop programs that bring together academic service learning and other experiential learning opportunities with Multicultural Affairs, Community Outreach and Resources Offices, and other student affairs resources.
- Develop a plan to provide good stewardship and programming opportunities for the University's historical and legacy figures including honoring the University's namesake, Mary Ball Washington, and appropriate recognition and ongoing stewardship of the life and work of former faculty member James Farmer.
- Increase UMW student engagement in the Fredericksburg area and the broader region, including a larger number of students participating in service activity in the local community.
- Include a wellness education component in University programs; by 2011, students will report increased awareness of the need for a healthy lifestyle and life-long learning on the National College Health Assessment (NCHA) survey.

**OBJECTIVE 2. D: Develop and implement administrative policies and services that directly support students' initiatives and programming; review and, as necessary, modify administrative policies to reduce red tape, redundancy and obstacles; ensure that staff are informed about and responsive to student needs, that student services are high-quality, and that communication between staff and students is meaningful, timely, and effective.**

- Staff and faculty members will participate in ongoing employee development and training aimed at enhancing student service.
- Establish an ongoing, joint student/administrative task force to consider policy and communication issues, including website navigation.

**OBJECTIVE 2. E: Ensure that institutional facilities, buildings, and improvements to the campuses are designed to promote and enhance the quality of student life.**

- Establish a committee to consider the further development of a student center for the Fredericksburg campus. Consideration would be of a facility that:
  - Accommodates all student organization offices and the offices of Student Activities, Residence Life, and Judicial Affairs.

- Has sufficient meeting rooms, food service, lockers, and lounges to meet the needs of all students.
- Serves as the heart of campus for student interaction and involvement.

A similar venue to meet the needs of commuting, adult students should also be considered for the Stafford campus. (See GOAL 5.D)

- Create additional and more comfortable interior and exterior spaces in which students live, learn, and socialize. To promote community spirit, campus buildings and spaces should reflect the UMW identity and encourage school spirit. (See GOAL 5.D)
- In order to improve the overall quality of student life, continue systematic improvements to the residence halls, including the evaluation of all building furniture needs and the initiation of a systematic replacement program. (See GOAL 5.D)
- Evaluate outdoor spaces on the campuses for placement of seating to encourage social interaction and enjoyment of campus beauty. (See GOAL 5.D)
- Identify, design, and create spaces on the campuses to better serve social, study, and meeting needs. (See GOAL 5.D)

<b>GOAL 3    <u>PROMOTE AND ENHANCE A DIVERSE AND INCLUSIVE COMMUNITY</u></b>
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**A diverse and inclusive UMW community will constitute an essential part of our efforts to be fully effective as an institution and to achieve excellence in our work. From the leadership of the institution through all of the members of the University community, we will act on our responsibility to ensure that our teaching, learning, and working environment, our research, our institutional activities, and our relationships with our community and region all support and further our efforts to embrace diversity, access, and equity, and foster inclusiveness and mutual respect. Our institutional environment will promote cultural competencies, establish connections among students, faculty, and community members from different backgrounds, and welcome newcomers from different cultures into our community.**

**OBJECTIVE 3. A: Provide leadership to develop and advance diversity and inclusion as integral components of institutional excellence and to ensure coherence in the University's academic and programmatic diversity and inclusion efforts.**

- Create and fill the position of Vice President for Diversity and Inclusion who will serve as the University's chief diversity officer.
- Create a Diversity Leadership Council of faculty, staff, and students to assist with the search for the VP and advise the president and the new VP on on-going diversity efforts.
- Create an Office of Diversity and Equity.
- Adopt a Statement on Diversity and Inclusion; make corresponding changes to the University's Statement of Community Values.

**OBJECTIVE 3. B: Create an institutional infrastructure to promote diversity and inclusion.**

- Adopt appropriate diversity and inclusion related competencies, performance/accountability measures, educational programming and recognition programs for supervisors, managers and teaching faculty.
- Enhance outreach and support services for non-traditional students.
- Fund four full-time staff members at the James Farmer Multicultural Center.
- Replace student-initiated funding with permanent budgets for longstanding, institutionally significant diversity/inclusion events, including the annual Multicultural Fair and the Dr. Martin Luther King, Jr. birthday celebration.
- Institute ongoing university-wide climate studies to frame and direct future action on diversity and inclusion.
  - Continually educate the University community on diversity and inclusion.
  - Evaluate and address the viability and recommendations of related University committees, study groups and advisory groups – e.g., James Farmer Multicultural Center Advisory Board, James Farmer Legacy Committee, and President’s Diversity Training Retreat 2009.

**OBJECTIVE 3. C: Increase the enrollment and retention of students from under represented and targeted populations.**

- Establish specific enrollment benchmarks and develop an institutional recruitment plan, taking into consideration high school graduation rates, enrollment patterns at peer institutions, and availability of students from the community colleges. (See GOAL 1.B)
- Expand staffing and geographic region for the Rappahannock Scholars Program.
- Expand James Farmer Scholars program by inviting two additional counties to participate and increase participants entering UMW by three.
- Successfully compete for and receive a grant for an Upward Bound Program and one additional pre-collegiate program.
- Develop a formal partnership with three external pre-collegiate programs for a total of 100 students from under represented and targeted groups who have been identified as potentially eligible for admission and who are actively exposed to and recruited by UMW.
- Provide student volunteers and work-study students to tutor and assist participants in identified pre-collegiate programs.
- Develop and implement a comprehensive strategy for assessing and addressing the academic success of under represented students (e.g., GPA, retention and graduation rates).
- Establish and achieve goals that cumulative GPA, retention rates and graduation rates of students from under represented and targeted groups in both graduate and undergraduate programs will be on par with those of the general population by fall 2011, 2012, and 2013.
- Create a Peer Mentoring Program (PMP), similar to a program at the University of Virginia, which assists under represented first-year students with their college transition by providing one-on-one guidance through the use of peer mentors. The PMP should offer a wide range of academic, social and career development opportunities designed to support each student’s transition to college and to help create a strong sense of community.
- Develop a program for affirmative outreach to students with disabilities, emphasizing inclusive instructive and programmatic environments, and explore disabilities studies as an academic discipline.

**OBJECTIVE 3. D: Increase hiring and retention of teaching faculty and administrative staff from under represented and targeted groups.**

- Establish benchmarks to national data on PhDs and other terminal degrees and develop aggressive recruitment strategies to achieve those benchmarks. (See GOAL 1.A)
- Develop a fellows program for visiting faculty from under represented and targeted groups.
- Establish open employee network groups around common dimensions of diversity (ethnicity, gender, sexual orientation, etc.) to foster informal mentoring, promote education and awareness, and advance the University's core values, mission and strategies for diversity and inclusion.
- Develop partnerships with at least three professional groups in the community and with at least three other local organizations to identify and recruit persons from under represented or targeted groups to support University committees and initiatives.

**OBJECTIVE 3. E: Enhance diversity in the curriculum.**

- Develop and support diversity and inclusion related courses of study, certificate programs, minors, and an interdisciplinary major.
- Provide faculty training in Universal Design to support pedagogy and course delivery that is sensitive to/informed by diversity and inclusion related perspectives.
- Establish an ESL lab experience for academic support.
- Consider American Sign Language as a means of satisfying the foreign language requirement.

**GOAL 4    ENHANCE, STRENGTHEN, AND PROMOTE THE FINE AND PERFORMING ARTS, MUSEUMS, LIBRARIES, AND OTHER RICH CULTURAL RESOURCES OF THE UNIVERSITY**

**We will position the University of Mary Washington as a highly visible, valuable resource for a growing regional population in search of quality cultural and fine arts experiences. This will be accomplished by vigorously promoting and supporting the University's fine and performing arts programs, museums, libraries, lecture series, film series, visiting speakers, and other cultural events, while fostering a national identity for the University as a place for the arts, museums, and other distinctive cultural programs and resources.**

**OBJECTIVE 4. A: Develop a Master Plan for the Arts and Cultural Resources that considers the physical and programmatic needs of art, art history, creative writing, dance, music, and theatre, as well as Gari Melchers Home and Studio at Belmont, University Galleries, the James Monroe Museum and Memorial Library, and Germanna 1714 fort settlement and the Spotswood stone mansion sites; plan should advance the University's standing as a premier cultural provider to the campus community and beyond.**

**OBJECTIVE 4. B: Enhance and support student, faculty, staff, and community opportunities to study and participate in the fine and performing arts and other cultural resources of the University.**

- Increase opportunities for students to directly participate in the fine and performing arts as well as experience the richness of the cultural life of the University.
- Engage a committee of faculty, staff, and students to identify programmatic linkages between Belmont, the James Monroe Museum, and the Germanna sites that would align these entities more closely with the academic programs of the University.
- Determine the resource requirements and potential benefits of external accreditation of the theatre and studio art majors and the University's art galleries; determine whether to seek accreditation.
- Increase artist residencies, presentation of professional arts events, and opportunities for students to collaborate with visiting artists.
- Work with the Office of Admissions to establish a liaison on the admissions staff to assist in the identification, recruitment, and acceptance of highly qualified student artists.
- Determine the resource requirements to adequately support and expand on campus arts and other cultural programming, including the permanent staffing in Dodd Auditorium.

**OBJECTIVE 4. C: Promote the fine and performing arts, museums, libraries, and other cultural resources of the University externally as part of UMW's regional engagement and broader national identity.**

- 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.
- Work with the Office of University Advancement to strengthen existing ancillary fundraising organizations and develop a process for ensuring ongoing conversations related to program development, donor identification, and donor cultivation.
- Identify possible programs to serve as arts outreach to the region and develop a plan to engage in this outreach.
- Engage the Fredericksburg Arts Commission and explore opportunities for the University to play a leadership role in its development.
- Identify possible venues to serve as arts outreach to area schools and community and develop a plan to engage in this outreach.
- Establish a public outreach program in the University's libraries and encourage collaboration among the libraries, museums galleries, etc. to offer joint programs and initiatives.

<b>GOAL 5</b>	<p><b><u>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</u></b></p>
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**UMW will become an employer of choice characterized by strong employee engagement and commitment. UMW will be a community of teachers and learners connected to each other and, as a teaching and learning community, we will strive for excellence, intellectual integrity, accountability, candor, and collegiality. This will be accomplished by: UMW's sound management of the knowledge, talent, dedication, and skills of our faculty and staff; the climate set by our leaders; the effectiveness and efficiency of our work processes; the design, appearance, and maintenance of our institution's buildings and grounds; the quality, strength and stability of our business, information, and instructional technology infrastructures.**

The UMW community will be distinguished by high levels of cooperation and collaboration among its members, a willingness to take reasonable risks without the fear of reprisal, frequent and honest communication on the part of management, problem solving that starts at the lowest level, respect for diversity, and the desire to bring out the best in people. The University will invest in employee development, fair and equitable treatment and compensation, and performance-based rewards and recognition.

As an academic institution, the degree to which the University will achieve its mission and vision will be a function of a viable and thriving shared governance model, a well-aligned organizational structure, and effective leaders throughout the organization who establish a positive climate and enhance the workforce's commitment and engagement. The institution's leaders will set priorities, communicate clear direction, and align division and department strategies with resources and the workforce's capabilities.

**OBJECTIVE 5. A: UMW will become an employer of choice.**

- Review, revise, design, and implement relevant employment policies, practices, and programs that will strengthen and enhance UMW's position as an employer; expand and communicate the elements that will contribute to enhancing UMW's reputation, including but not limited to: employee recognition programs; value of UMW benefits; options for alternative work schedules, telework, and job sharing; opportunities for continued employee training and development; and outlets for community service/outreach.
- Conduct a comprehensive compensation and classification study for administrative faculty, classified staff, and wage employees that will address issues of internal alignment, create a salary structure that allows UMW to compete in the Northern Virginia market, and determine costs associated with bringing all affected personnel to minimum and to market.
- Design and conduct a university-wide employee satisfaction or engagement survey every two years, train supervisors to disseminate the results, solicit constructive employee feedback, and use the survey results for improvement purposes.
- Ensure an institutional environment that is inclusive as well as diverse and fosters a spirit of community by implementing the university-wide diversity-inclusion plan. (See GOAL 3)

**OBJECTIVE 5. B: Create an employee organizational structure for administrative faculty, classified, and wage employees that: results in broader employee participation; provides employees with information regarding major initiatives and provides**

**opportunities for input and feedback; communicates opportunities for increased employee participation in the design, development, and implementation of UMW programs, projects, and services; and creates a mechanism that involves employees in the budget process as well as making this process more transparent to employees.**

**OBJECTIVE 5. C: Create a culture of excellence, one that ensures a high-quality business and administrative infrastructure that promotes organizational effectiveness and efficiency, enhances cross-unit communication and collaboration, maintains meaningful and productive professional and interpersonal relationships, and enhances individual learning and growth.**

- Implement a university-wide customer service model and training that delineates policies, procedures, and standards for internal and external customers.
- Conduct a systematic employee development needs assessment and use the results of that assessment to design, develop, and implement a comprehensive employee development program.
- Develop, acquire, and offer a competency-based leadership development program designed to improve the supervisory, managerial, and/or executive capabilities, of experienced, recently appointed, and potential institutional leaders.
- Engage in sustainability initiatives including the development of electronic workflow, and other processes that reduce paperwork and forms.
- Provide the resources and ready access to information that will promote more data-driven analysis and decision-making, sharing of information, and coordination of efforts.

**OBJECTIVE 5. D: Ensure that all UMW campuses and physical facilities are planned, constructed, improved, and maintained to foster student and academic life and to support the University's mission and goals.**

- Develop and implement a new University Master Campuses Plan; as part of this process, consider the feasibility of the development of a preservation plan for UMW campuses.
- Establish a committee to consider the further development of a student center for the Fredericksburg campus. Consideration would be of a facility that:
  - Accommodates all student organization offices and the offices of Student Activities, Residence Life, and Judicial Affairs.
  - Has sufficient meeting rooms, food service, lockers, and lounges to meet the needs of all students.
  - Serves as the heart of campus for student interaction and involvement.

A similar venue to meet the needs of commuting, adult students should also be considered for the Stafford campus. (See GOAL 2.E)

- Create additional and more comfortable interior and exterior spaces in which students live, learn, and socialize. To promote community spirit, campus buildings and spaces should reflect the UMW identity and encourage school spirit. (See GOAL 2.E)
- In order to improve the overall quality of student life, continue systematic improvements to the residence halls, including the evaluation of all building furniture needs and the initiation of a systematic replacement program. (See GOAL 2.E)

- Evaluate outdoor spaces on the campuses for placement of seating to encourage social interaction and enjoyment of campus beauty. (See GOAL 2.E)
- Identify, design, and create spaces on the campuses to better serve social, study, and meeting needs. (See GOAL 2.E)

**OBJECTIVE 5. E: Design, procure, install, and maintain a superior information and instructional technology infrastructure that supports all UMW organizational functions and provides the technology, tools, training, and user support that allows all members of the institution to use technology effectively and efficiently.**

- Develop an iterative two to five year comprehensive information technology plan and estimated cost for UMW's Fredericksburg, Stafford, and Dahlgren campuses that is aligned with the institution's overall strategic plan and operational budget.
- Implement an automated space-scheduling program fully compatible with the enterprise software system at the University.
- Implement a sophisticated data warehouse program enabling users to run a variety of established reports relevant to ongoing program and business needs, and enabling the creation of ad hoc reports by users as needed.
- Equip appropriate classroom spaces with a suite of instructional technology resources (equipment and software) adaptable to the needs of a variety of disciplines and pedagogies, and to support high quality, innovative teaching.

**OBJECTIVE 5. F: The University of Mary Washington will commit to sustainability, managing its resources to meet the social, economic, and environmental needs of the present without compromising the ability to meet the needs of future generations. Sustainability will be a strong component of our efforts to ensure that our students, faculty and staff take active responsibility for what they do and will be part of our "scholarship in action," fostering interdisciplinary studies, experiential and service learning, opportunities for research, professional development, and support of our region and its environment.**

- Create a permanent committee on sustainability to develop an institutional sustainability plan and to assist with current and future efforts for sustainability.
  - Create and fill the position of University sustainability coordinator.
  - Create a committee consisting of faculty, staff, and students, reporting to both the Executive Vice President for Administration and Finance and the Provost; committee will create a five-year plan and make recommendations on sustainability issues and policy, develop strategies for implementation of sustainability initiatives, and provide a cohesive public face for UMW sustainability efforts; the first members of the committee will be drawn from the strategic planning sustainability discussion group as well as representatives from all UMW campuses.
- Continue to incorporate sustainability initiatives into ongoing projects, planning, and activity.
  - Include sustainability initiatives in the University's engagement with the community through service and partnership.

- Engage in immediate steps to increase institutional awareness and communication about sustainability.
- Develop academic and research programs that address sustainability.
  - Conduct surveys to establish current levels of sustainability in the curriculum and to assist in the development of curriculum goals.
  - Develop co-curricular education programs that provide UMW students opportunities to learn about sustainability outside the classroom.
  - Develop and support undergraduate research projects related to or focused on sustainability.
  - Establish an interdisciplinary sustainability minor housed in Earth and Environmental Sciences.
  - Establish and maintain a University sustainability website with a link on the UMW home page.
- Continue to incorporate sustainability into planning, performance, and maintenance of University buildings and grounds and into University academic and business activity, including all offices, classroom, and residences.
  - Continue to reduce UMW's energy consumption through conservation and efficiency, and by switching to cleaner and more renewable sources of energy.
  - Move toward zero waste by reducing, reusing, and recycling.
  - Use the purchasing power of the state and of UMW to help build a sustainable economy.
  - Conduct a carbon footprint audit of UMW's carbon dioxide emissions that will allow the University to prepare for expected state and federal climate change regulations.
  - Work continuously toward sustainably managing wastes and reducing energy consumption; the president, provost, and other top administrative offices will provide leadership to develop and implement institutional policies that would shift to more paperless classes and offices, departments, and committees.

<b>GOAL 6    <u>PROMOTE AND ENHANCE REGIONAL ENGAGEMENT, LEADERSHIP, AND SERVICE TO THE PUBLIC</u></b>
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**UMW will be connected to and engaged with our partners in the region, the state and beyond. The University's traditional defining "boundaries" – physical, academic, social, economic, political, and cultural – will be porous, internally across disciplines and programs and externally to the city of Fredericksburg, the county of Stafford, local organizations and groups, the region, the Commonwealth, and the international community. UMW will exist as a forum where our regional partners can solve problems with us and with each other. UMW will be defined by what we do and by how our friends and partners – in the local, regional, national, and international arena – help to define us.**

Our faculty, students, and staff will serve as professional and business colleagues and resources, promoting cultural awareness, providing leadership on high quality public education, fostering economic development, and working to sustain and improve our communities and environment.

UMW will be the point of entry for our students to go out and explore and engage with our broader communities. Our students and faculty will put their teaching, learning, creative productivity, and research to work in meeting regional, national, and global needs, and to effect progressive, positive social and cultural change – we will be “scholarship in action.”

**OBJECTIVE 6. A: Serve as a catalyst for regional collaboration and cohesion, and for identifying challenges and opportunities to enhance the connections, inclusion, and participatory engagement with and among members of the entire region; specifically:**

- Establish a Center for Regional Engagement to serve as a venue for discussion and for collaborative solutions; for bringing together health care professionals, educators, businesses, historic preservationists, fine arts groups, corporate and government agencies; and for the creation of partnerships to assist in serving the region’s interests and needs.
- Connect academic research and teaching at all campuses with regional challenges such as education policy, transportation, the environment, diversity, housing, and health care.
- Through the Center for Professional Development, increase the number of external corporate and public partners with whom we offer customized non-credit programs by 20 percent each year.
- Ensure that key constituents from business, industry, active duty military, government and government contractors, chambers of commerce, cultural and other advocacy groups participate through advisory councils to assist the Center for Regional Engagement, the Center for Professional Development, the Rappahannock Regional Small Business Development Center, and the Dahlgren Education and Research Center.
- Increase faculty, staff, and student service in the region's communities (particularly those of predominately under represented and targeted groups); develop collaborations with regional entities to address issues of diversity and inclusion, including social and economic disparities; ensure diversity on University appointed boards that include community representatives.

**OBJECTIVE 6. B: Serve a leadership role with defense/governmental establishments that are vital to the region as major contributors to the area’s economy.**

- Continue the development of partnerships and facilities for the UMW Center for Education and Research at Dahlgren; decide on matters such as duplication of offerings among institutions, cost of participation, and personnel needs.
- Identify critical educational programs for individuals who work at Dahlgren and, with appropriate programming and access, for those working at Quantico; develop a plan to make such programs available to these populations.
- Provide research space for Dahlgren, University, and private industry projects in the second building of the Dahlgren Center.
- Explore and/or expand partnerships with Marine Corps Base Quantico, Defense Acquisition University, Defense Security Service, Naval Postgraduate School, Fort A.P. Hill, Fort Belvoir, Fort Lee, and the Federal Bureau of Investigation; set specific new program targets for each constituency.
- Provide a program of workforce training for returning military personnel who seek to work in regional businesses, and address the needs of the local population as they prepare for returning military personnel to enter the regional workforce.

<b>GOAL 7</b>	<b><u>DEMONSTRATE EFFECTIVE STEWARDSHIP OF EXISTING RESOURCES AND DEVELOP NEW REVENUE STREAMS TO SUPPORT STRATEGIC PLAN INITIATIVES</u></b>
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The University will engage in an aggressive effort to substantially increase the funding it receives from both public and private resources, with a strong focus on building the endowment to a level appropriate to an institution of UMW's size, quality, and vision. UMW will also seek out new relationships with corporate and foundation partners as well as the enhanced involvement of our alumni.

**OBJECTIVE 7. A:** Develop a plan for increasing the University endowment.

**OBJECTIVE 7. B:** Seek expanded state funding for capital projects and operating costs of new facilities coming online.

**OBJECTIVE 7. C:** Develop a plan for internal reallocation of operating dollars in order to support priority projects in the strategic plan.

**OBJECTIVE 7. D:** In conjunction with the Office of the Provost, hire a director to lead an Office of Grants and Research designed to assist faculty in acquiring grants and contracts. (See GOAL 1.A)

**OBJECTIVE 7. E:** Develop a transition plan between the closing of current capital campaign and beginning of a new campaign. This plan will serve as the guide for private fundraising for priority initiatives included in the strategic plan.

**OBJECTIVE 7. F:** Evaluate UMW's tuition rate history to determine the feasibility of future increases in tuition to meet strategic needs of the institution.

**OBJECTIVE 7. G:** Seek expanded state funding for institution's operating budget.

**OBJECTIVE 7. H:** Hire a full-time staff person responsible for developing institutional relationships with and funding from corporations and foundations.

<b>GOAL 8</b>	<b><u>STRENGTHEN THE IMAGE AND IDENTITY OF THE UNIVERSITY OF MARY WASHINGTON AND EXPAND VISIBILITY AND RECOGNITION OF THE INSTITUTION</u></b>
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All publications and messages emanating from the University of Mary Washington will reflect the quality of the institution and will be of the highest caliber. A comprehensive communications and marketing plan will be developed and implemented as a means of supporting effective internal communication, helping define and enhance the identity and

**image of the University, promoting University visibility, and effectively presenting the University in a compelling, consistent, and clear manner.**

**OBJECTIVE 8. A: Work with both internal and external constituents to clearly establish UMW's identity and visibility as a high quality public liberal arts university by focusing on the academic, professional, civic, and cultural values of a Mary Washington education both for the individual student and for the institution.**

**OBJECTIVE 8. B: Actively recruit alumni to participate in University advisory, planning, and other groups, capitalizing on their expertise, involving them in the life of the University, and maintaining a strong, active relationship with the alumni as invested and on-going partners in the institution's identity and future.**

**OBJECTIVE 8. C: Develop and implement an integrated and comprehensive communications, public relations and marketing plan that results in raising awareness of UMW, builds a positive and accurate image of UMW, and raises the level of pride and interest in UMW among all constituents, the Commonwealth, and the nation.**

**OBJECTIVE 8. D: In building the institution's image and identity, the following elements, at minimum, shall be considered: University website, admissions materials, media relations, campus signage, publications, career services, alumni relations, fundraising efforts, facilities (including all historic properties affiliated with UMW), faculty recognitions, educational innovation, bookstore merchandising, government relations, intercollegiate athletics, and external rankings; UMW will invest in staff and other internal resources as needed to support these initiatives.**

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## **VIII. APPENDIX**

### **A. Discussion Group Reports**

- Academic Technologies and Library Resources
- Athletics
- Diversity and Inclusion
- Fine and Performing Arts
- Interdisciplinary Studies
- International Education
- Student Life and Student Engagement
- Regional Engagement and Leadership
- Sustainability
- Teaching and Research
- UMW Working Environment and Infrastructure
- University Faculty Governance
- Proposed College of Business Planning
- Proposed College of Education Planning

### **B. Strategic Planning Steering Committee Members**