



UMW STRATEGIC PLAN GOALS AND OBJECTIVES

2011-12 ACADEMIC YEAR

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.

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

- *Begin efforts to conduct a faculty work load study.*
- *Complete comprehensive faculty salary study, with results to be used to formulate faculty salary plan.*
- *Establish new SCHEV Faculty Salary Peer Group to enable the University to be positioned to be eligible for increased state funding for faculty salaries.*
- *Develop more stringent expectations for creating diversified faculty recruitment pools.*
- *Explore and formulate recommendations for best way to develop an external grants operation.*
- *Establish and uphold standard that the overall percentage of classes taught by adjuncts will remain less than 15%, and that no department will have more than 25% of its courses taught by adjuncts.*
- *Develop on-line teaching standards and six online courses over the course of the 2011-12 academic year to be offered in Summer 2012.*

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

- *Increase the number of applications for admissions.*
- *Develop plan to enhance classroom management and to ensure classroom efficiency, student satisfaction, and maximum class seat availability.*
- *Increase enrollment of students from traditionally underrepresented populations.*

- *Develop mentorship program to provide support for students from diverse backgrounds (see also Objective 2-C).*
- *Increase number of transfer articulation agreements, particularly with emphasis on STEM programs.*
- *Produce a comprehensive report on internships (e.g. the number by discipline over time) and recommend future target numbers for internships.*
- *Support new English as a Second Language program and agreement in effort to increase international students.*
- *Increase Office of Admissions budget to enable increased recruiting travel, and to especially target areas where recruiting efforts have lagged due to lack of sufficient funding (such as international recruiting).*

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.

- *Develop joint program between College of Arts and Sciences and College of Education to promote math and science education, with new interdisciplinary STEM major.*
- *Complete development of Honors Program.*
- *Promote and market new major in Leadership and Management studies for BLS students.*

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.

- *Identify and arrange to have offered professional development programs that respond to the needs of the Commonwealth and region at the Dahlgren Campus Center for Education and Research.*
- *Complete development of plan to create a master's degree in National Security Studies.*

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

- *Continue efforts to seek AACSB accreditation.*
- *Hire Director for the Center for Teaching Excellence and Innovation.*

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.

- *Produce and distribute to academic departments and other stakeholders reports from data collected through Alumni Survey. (See also Objective 2-C)*
- *Participate in NSSE and ASQ surveys in 2012.*
- *Develop dashboard indicators to provide key measures of institutional performance.*

- *Establish appropriate institutional peer groups for various purposes (e.g. faculty salaries, aspirational peers, best public liberal arts institutions).*

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.

- *Create advisory board for academic technologies, information resources and libraries to be implemented when appropriate.*
- *Complete planning for new Convergence/Technology Center building.*

<p>GOAL 2 <u>CREATE AND SUSTAIN AN INTEGRATED AND COLLABORATIVE UMW STUDENT EXPERIENCE, BLENDING CURRICULAR AND CO-CURRICULAR LEARNING OPPORTUNITIES WITHIN A STUDENT-CENTERED ENVIRONMENT</u></p>

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.

- *Appoint QEP project team to research and propose optimal plan for enhancing the “First Year Experience.”*
- *Begin teaching the newly designed James Farmer Freshman Seminar program.*
- *Introduce redesigned orientation program for first-year students designed to address student issues such as: integration into the college environment, school spirit and traditions, institutional values, academic success, healthy decision making, and campus safety.*
- *Establish a first-year student mentor program for underrepresented students.*

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

- *Create a strategic plan for Career Services operation.*

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.

- *Initiate new campus leadership program to support continuing and incoming students in developing leadership skills. Special attention will be given to first-year students, identifying their interests and integrating their participation into the life of the University.*
- *Plan and coordinate an academic and co-curricular, integrated approach to campus housing through the development of living and learning centers to open in the Fall of 2012 in Randolph and Mason Halls.*
- *Develop ways for first-year students to foster greater connections to UMW through use of Facebook and other social media.*
- *Explore appropriate way to commemorate Mary Ball Washington and to build recognition of her as an important historical figure and namesake of the University.*

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.

- *Continue work on development of on-line Policy and Procedure Manual.*
- *Use results of "Best Place to Work" data (available in late July, 2011) to determine any action items needed to be taken during FY12 to improve working conditions/morale.*
- *Analyze level of effort, costs, and impact of re-engineering freshman course registration process (pre-built bulk registration process versus current practice) as well as other business process changes required for earlier student access to UMW systems and online self-service processing.*

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 building committee for the programming component of the new Campus Center and to help guide its development.*
- *Create a new Library Café.*
- *Renovate Eagles Nest and implement new food concepts (Wow Wings, Vocelli Pizza, and Jazzman's Coffee).*
- *Introduce new food concept in Underground (Woodstock).*
- *Install two turf fields (one with lights) on Battleground Athletic Complex to serve needs for intercollegiate sports and campus recreation programs.*

GOAL 3 <u>PROMOTE AND ENHANCE A DIVERSE AND INCLUSIVE COMMUNITY</u>

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 Diversity Leadership Council in Fall 2011.*

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

- *Plan for a future campus climate study.*
- *Conduct new diversity training programs for students, including new student diversity component within orientation program.*
- *Develop Residence Life diversity education programming.*

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

- *Explore potential partnering with a third-party external pre-collegiate program.*
- *Report progress on increasing enrollment of diverse students and develop plan for recruitment and retention of underrepresented students.*
- *Create peer mentoring program through Student Affairs.*

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

- *Study development of a fellows program for visiting faculty from underrepresented and targeted groups.*

OBJECTIVE 3. E: Enhance diversity in the curriculum.

- *Develop and offer new first-year seminars to build upon and reinforce the legacy of Dr. James Farmer.*

- *Offer a Universal Design workshop for faculty to support inclusive classroom environments and pedagogies.*
- *Create and fill James Farmer Post Doctoral position.*
- *Offer two Civil Rights courses.*
- *Provide diversity programming for students.*

GOAL 4 <u>ENHANCE, STRENGTHEN, AND PROMOTE THE FINE AND PERFORMING ARTS, MUSEUMS, LIBRARIES, AND OTHER RICH CULTURAL RESOURCES OF THE UNIVERSITY</u>
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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.

- *Establish a task force and begin work on the development of a Master Plan for the Arts and other Cultural Resources.*

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.

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.

- *Identify possible venues to serve as arts outreach to area schools and community and develop a plan to engage in this outreach.*
- *Continue the development of UMW Arts for the Community initiative in order to increase visibility of our offerings and to encourage private support for them.*
- *Increase visibility and prestige of the Great Lives program.*

GOAL 5 <u>CREATE AND SUSTAIN A STRONG SENSE OF INSTITUTIONAL COMMUNITY AMONG UMW FACULTY</u>
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**AND STAFF, AND PROVIDE THE INFRASTRUCTURE TO
ADVANCE OUR MISSION, ENSURING A PRODUCTIVE AND
SUPPORTIVE UNIVERSITY WORK ENVIRONMENT**

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.

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

- *Complete teaching faculty and administrative faculty salary and study; results will be utilized in development of plan to address identified issues and concerns.*
- *Use results of "best places to work" survey to determine any action items needed to be undertaken in FY12 to improve working conditions or morale.*

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.

- *Determine how classified and administrative employees can be represented in budget process.*

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.

- *Continue to practice customer service model and to include the customer service expectations in employee orientation programs.*
- *Plan for survey to assess employee development needs.*

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.

- *Complete Master Plan and Preservation Plan.*
- *Complete Randolph/Mason Halls renovation and expansion.*
- *Complete Dahlgren Campus and open facility in January 2012.*
- *Plan for Campus Center project (see Objective 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.

- *In consultation with IT Advisory Committee, complete development of IT Strategic Plan for BOV approval at November 2011 BOV meeting.*
- *Conduct a study on the need for multiple computer labs and make recommendations for changes as appropriate.*
- *Investigate and determine enterprise scheduling/calendaring/event management software solutions and associated procurement/implementation costs.*
- *Plan and coordinate computer refresh project to replace all 5 year old computers.*
- *Enhance and expand technology training offerings for faculty and staff.*

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.

- *Implement campus-wide “Do One Thing” (DOT) program in Fall 2011.*
- *Investigate feasibility of conducting carbon footprint audit.*

<p><u>PROMOTE AND ENHANCE REGIONAL ENGAGEMENT, LEADERSHIP, AND SERVICE TO THE PUBLIC</u></p>

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.

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:

- *Complete build-out of Center for Economic Development.*
- *Plan and conduct a Regionalism Conference to be presented in Fall 2011: “Partners in Prosperity for the Rappahannock Region.”*
- *Contract with Fredericksburg Regional Alliance to assist with Center work.*
- *Seek to establish relationship with REDCO to increase visibility and viability of Center for Economic Development.*
- *Continue Business Constellation Project through UMW SBDC to provide consulting and management training at accessible sites. Offices opened in King George and Stafford. Will open offices in Fredericksburg, Spotsylvania and Caroline in FY 2012.*
- *Open Professional Business Services Center and Government Contract Assistance Center.*
- *Continue working with Spotsylvania County and National Academy of Environmental Design to establish Smith’s Mill Education Center of the Ni Landing development.*

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 working closely with defense and governmental establishments in continued planning for the Dahlgren Campus which will open January 2012. Complete educational needs assessment of King George County.*
- *Continue partnerships and teaming agreements with defense contractors (ManTech International and SimVentions). Explore opportunities with other contractors.*
- *Offer certification course at Stafford Technology and Research Park at Quantico as beginning of Quantico Education Center.*

<p>GOAL 7 <u>DEMONSTRATE EFFECTIVE STEWARDSHIP OF EXISTING RESOURCES AND DEVELOP NEW REVENUE STREAMS TO SUPPORT STRATEGIC PLAN INITIATIVES</u></p>

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.

- *Begin quiet phase of new Capital Campaign with a primary focus on major gift solicitations targeting strategic priorities identified in the strategic plan.*

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

- *Seek state budget increase to fully fund operating cost of Dahlgren Campus (\$750,000).*

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

- *Utilize budget review committee recommendations and budget allocation process to advance key strategic initiatives.*

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)

- *Determine most effective way to address this need, e.g. hire new staff or contract with outside organization for needed services.*

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. (COMPLETED)

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. (COMPLETED)

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

- *Submit Six-Year Budget Plans as required under TJ21.*

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

OBJECTIVE 7. I: Increase staff in Purchasing and work toward purchasing readiness for Level II designated authority.

<p>GOAL 8 <u>STRENGTHEN THE IMAGE AND IDENTITY OF THE UNIVERSITY OF MARY WASHINGTON AND EXPAND VISIBILITY AND RECOGNITION OF THE INSTITUTION</u></p>

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.

- *Use results of Educational Marketing Group's brand identity work to guide an overall marketing and outreach plan.*

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.

- *Reorganize Alumni Affairs to enhance programming and maximize alumni engagement.*
- *Develop active alumni chapters/clubs in key regions of the Commonwealth and the nation.*

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.

- *Develop new admissions materials incorporating newly developed brand identity characteristics learned through work of Educational Marketing Group.*

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.

- *Rollout a new University website utilizing new technology during the Fall semester that conveys the University's brand and concretely illustrates the University's new tagline: "Where Great Minds Get to Work." Begin to incorporate attributes of the branding work in an array of materials such as the UMW magazine, stationery, advertisements, and externally directed materials.*