

Strategic Plan of the State University of the District of Columbia

Reaching Higher...



Introductory Letters

Letter from the President

Letter from the Provost

Letter from the Community College President

DRAFT

Introduction

Mission

As a public, land-grant university, the University of the District of Columbia has a special mission and responsibility to provide academic programs, research, and scholarship that serve the needs and aspirations of the District of Columbia, the region, and the nation in the 21st century.

Vision

The University of the District of Columbia will be nationally recognized as an intellectual community of vibrant, socially responsible teachers, scholars, and citizens from diverse backgrounds. Faculty, staff, students, and alumni will be engaged in and committed to delivering high-quality educational programs, research, public service and innovative solutions to urban, national, and global issues.

Values

- High academic standards and expectations
- Student success
- Research-driven, best practices in teaching, scholarship and service towards addressing/solving 21st century issues in the land grant tradition
- International /cross-cultural perspectives
- Innovation
- Collaboration among schools and disciplines, and among internal and external partners

History - Building on a Dream

The story of America's Urban Land Grant University is first and foremost a profile in courage. Our "founding mother", abolitionist and educator Myrtilla Miner, fought considerable opposition in 1851 when she created the Normal School for Colored Girls to bring about her dream of a more equitable and just society.

An original 1862 land grant institution, the University of the District of Columbia's predecessors formed to extend quality, affordable education to the residents of the nation's capital. Over time, a series of mergers among the District's teachers and technical colleges gave rise to the city's first comprehensive university system. In 1977, the District of Columbia Teachers College, Federal City College and Washington Technical Institute combined to form the University of the District Columbia with Lisle Carleton Carter, Jr. as its first president. In 1996, The District of Columbia School of Law (Antioch School of Law) merged with the University and was brought under the authority of the UDC Board of Trustees.

This wasn't the end of UDC's growth. In August of 2009, the Community College opened its doors and even more opportunities for students. At the same time, the University implemented academic admission standards and began a visionary transformation to become an academically strong, viable, public state university. The Community College, with its open admissions, is positioned to play a key role in the fulfillment of the University of the District of Columbia's historical and legislatively mandated mission.

Like the District, the University has faced many financial and institutional challenges; but, today, the original vision of our founders is within reach and driving our transformation into a global example of quality public higher education. Together, the University of the District of Columbia and its Community College (launched in 2009) offer over 70 associate, bachelor and masters degree programs - from classical arts and sciences to new green courses of study like urban agriculture and sustainability. UDC's David A. Clarke School of Law is ranked among the Top 10 in the nation in law school clinical programs and is regarded as one of the finest public interest law schools in the country.

Our University's future is built on the dreams of our founders. As we look back on our 160-year legacy, we rededicate ourselves to nurturing the next generations of leaders and visionaries in our city, our country and the world.

The University of the District of Columbia is accredited by the Middle States Commission on Higher Education, Philadelphia, PA.

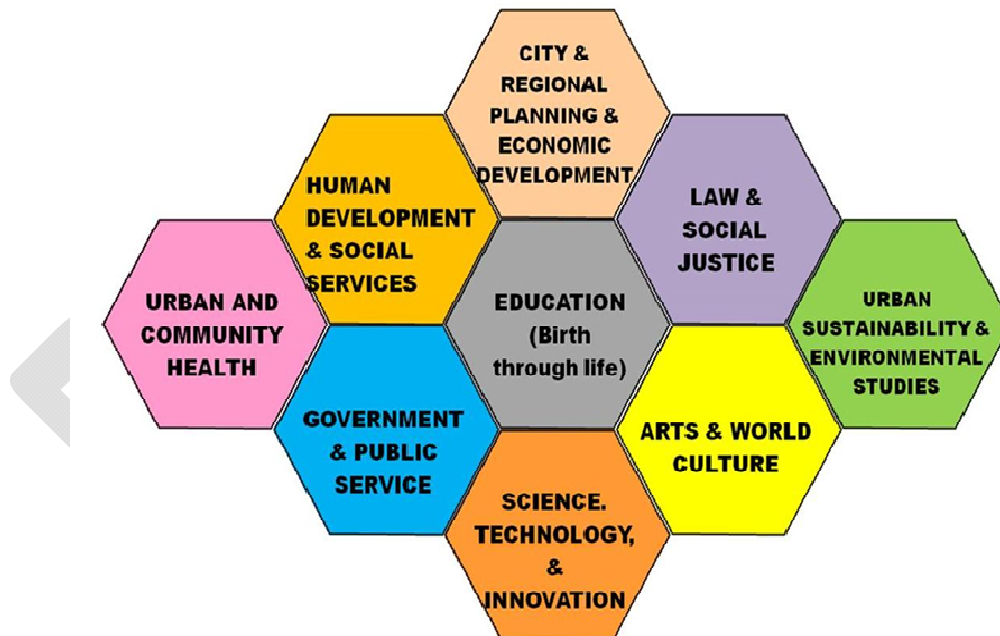
The School of Law is fully accredited by the American Bar Association, Chicago, IL.

GOAL 1: ACADEMIC PROGRAMS

GOAL 1: OFFER IMPORTANT ACADEMIC PROGRAMS WITH RELEVANCE TO THE DISTRICT OF COLUMBIA, THE REGION, AND THE WORLD

As a public land grant University, the University of the District of Columbia has a special mission and responsibility to provide academic programs, research and scholarship that serve the needs and aspirations of the District of Columbia, the region, and the nation in the 21st century. Our students learn, faculty members teach, and University scholars pursue their inquiries – grounded and inspired by this purpose. What the mission, responsibility, and purpose mean in programmatic terms is that we must address the breadth and depth of the following areas in our research agenda and in our preparation of students in associate, baccalaureate, masters, and doctoral degree programs.

SCOPE OF ACADEMIC MISSION LEARNING, RESEARCH AND SERVICE



What in the “21st century” means is that we must approach our program development, student learning and scholarship with global, cross-cultural, and interdisciplinary perspectives, understanding of pedagogical best practices, and acute awareness of the high academic and professional standards to which our graduates, and our scholarship, will - and should - be held.

Objective 1.1: Align academic programs with the University’s vision in the tradition of a land-grant institution

Strategies

- Complete rigorous program reviews of all academic programs
- Selectively invest in the University’s strongest and most promising programs (UDC’s “signature programs”)
- Develop and deploy new, relevant academic programs at the undergraduate, masters, and doctoral levels
- Emphasize cross-disciplinary collaboration and innovation
- Embed University-wide mechanisms for student learning outcomes assessment and use these mechanisms for continuous improvement of academic programs
- Develop online, evening, weekend, short-course, summer and other offerings to meet the needs and convenience of a regional, diverse student body and to make the best use of University resources
- Redesign developmental education and ESL at the Community College according to best practices for pre-collegiate students in an urban setting (i.e. hybrid classes, learning communities, peer tutoring)
- Promote innovative uses of technology to enhance teaching, learning, and research endeavors

Programs implemented in the past year (AY2010-2011) and future potential programs (AY2011 and forward) are listed below. Future programs will depend on program review results, current professional/career opportunity data, evidence of need, program potential, and availability of external and internal funding.

University Programs Developed in AY2010-2011	University Potential Programs To Be Developed 2011 and forward
<ul style="list-style-type: none"> • New University-wide General Education Core • Undergraduate Honors Program <p>College of Agriculture, Urban Sustainability and Environmental Sciences</p> <ul style="list-style-type: none"> • B.S. degrees in Water Quality, Urban Sustainability, Renewable Energy, Bioengineering • M.S.in Architecture • M.S. in Water Resource Management <p>College of Arts and Sciences</p> <ul style="list-style-type: none"> • B.A. in Human Development <p>Davis A. Clarke School of Law</p> <ul style="list-style-type: none"> • LL.M. in Clinical Education, Social Justice, and Systems Change <p>National Center for Urban Education</p> <ul style="list-style-type: none"> • M.A. in Teaching • M.A. in Early Childhood Education Administration <p>Professional Science Master’s Programs</p> <ul style="list-style-type: none"> • Applied Statistics • Water Resources Management <p>School of Engineering and Applied Sciences</p> <ul style="list-style-type: none"> • M.S. in Electrical Engineering <p>Community College</p> <ul style="list-style-type: none"> • A.A.S. in Automotive Technology • A.A.S. in Construction Management • A.A.S. in Fashion Merchandising 	<p>Build out National Center for Urban Education to include:</p> <ul style="list-style-type: none"> • Institute for Urban Education, Research, Innovation and Policy • School Leadership Academy • Urban Teacher Residency <p>Grow and diversify nursing and allied health programs, to include, but not limited to</p> <ul style="list-style-type: none"> • B.A. and M.A. in Health Care Administration • B.A. in Medical Imaging • B.S. or M.S. in Bioinformatics • M.S. Physician Assistant • Ph.D. in Nursing • RN to BSN, M.S. in Nursing Education (Online) • Gerontology (grow current program) <p>Develop doctoral programs in Computer Science and Cancer Biology.</p> <p>Develop Engineering Master Programs to include civil engineering, bio-engineering, and renewable energy engineering</p> <p>Develop a Masters in Public Management and Urban Leadership (School of Government)</p> <p>Community College</p> <p><i>Program Areas might include</i></p> <ul style="list-style-type: none"> • Business and Commerce, Business Support • Computers and Information Technology • Education • Security and Protection

Objective 1.2: Recruit, support, and retain outstanding faculty

Strategies

- Develop a merit-based academic performance evaluation system, including academic tenure, which promotes and rewards academic excellence
- Negotiate strong, clear accountability provisions into collective bargaining agreements

- Work with faculty towards adoption of a Faculty Manual to govern and support those dimensions of University academic life not addressed by collective bargaining agreements
- Build a strong infrastructure of academic leadership and administration for departments, programs, and schools
- Invest in faculty development to ensure currency, best pedagogical practices, and best uses of academic technology
- Continue to build a culture of collegiality, trust, and high aspiration

Objective 1.3: Expand the University’s capacity as a research institution through continued and enhanced facilitation of faculty scholarship and research growth

Strategies

- Enhance scope, quality, and relevance of the University research portfolio
- Increase externally funded, sponsored research across programs and schools
- Revamp and strengthen all STEM programs at the graduate and undergraduate levels
- Build graduate programs and graduate enrollments at both the masters and doctoral levels

Objective 1.4: Increase contributions to city and regional economic development.

Strategies

- Extend education and research outreach to address the economic and social problems in the District and beyond
- Build partnerships and synergies with local, regional, national, and international organizations and government agencies
- Offer a comprehensive, high-quality Continuing Education program
- Further develop and support current and emerging Workforce programs in the Community College
- Create educational pathways to enable students in the Community College Workforce Development and Lifelong Learning programs to easily transition into associate and bachelor degree programs

Objective 1.5: Improve student enrollment, retention, and graduation rates

Strategies

- Offer attractive, high-quality programs related to current and future career opportunities
- Continue to build academic advising capacity and expertise
- Employ proven faculty and peer mentoring strategies to support student advancement and academic success
- Implement a degree audit process to ensure timely graduation

GOAL 2: STUDENT LIFE

GOAL 2: RECRUIT, DEVELOP, AND RETAIN THE BEST STUDENTS FROM THE DISTRICT, REGION, AND THE WORLD

A crucial element of University excellence is attracting, developing, and supporting its greatest asset – the students. Student success and learning are fundamental to academic excellence and the University is committed to building its retention and persistence efforts. The University will continue to develop and deploy strategies to increase its enrollment and retain its students through to graduation.

The University supports co-curricular learning experiences and student development beyond the classroom to contribute to the holistic development of the student. It is committed to helping each student reach his or her full potential by engaging in energetic efforts to build an optimal learning and student life community. In building this community, the University has already taken some marked steps by developing a Residential Life program and enhancing its Intercollegiate Athletics program. Athletics will continue to expand and grow the Firebirds to build student pride, loyalty, and community. The University is committed to serving its students and providing the best possible experience for all of the University’s Firebirds.

Objective 2.1: Improve student life at the University

Strategies

- Continue to grow and develop the Office of Residence Life to enhance the quality of the student residential experience (e.g. collaboration with academic affairs to develop learning communities in student housing)
- Enhance student services, including academic counseling, financial aid, disability services, and health services
- Offer and promote a variety of student life and services activities such as student clubs and organizations, student leadership initiatives, student elections, and student publications
- Strengthen student program assessment mechanisms to evaluate what programs best serve student needs
- Promote outreach, volunteerism, sustainability, and healthy living in the student community
- Develop student programming for the new student center

Objective 2.2: Increase total enrollment in the University

Strategies

- Market the “new UDC” aggressively in the DC metropolitan area
- Expand University recruitment to reach the widest possible range of citizens

- Enhance recruitment efforts by building a team of energetic, highly-informed University recruiters with high enrollment goals
- Promote University transfer opportunities with Community Colleges
- Ensure a seamless transition from our Community College to the University
- Implement an international recruitment strategy through the Office of International Programs and Exchanges
- Publicize the new graduate scholarship policy and increase the number of graduate students
- Implement Banner functionality to create prospective student database to track inquiries, applicants, and admitted students to manage the “funnel progression” and create benchmarking data
- Re-engineer financial aid process and procedures to improve level of student service and satisfaction
- Publicize and market available merit and financial aid scholarships
- Incorporate web technologies to improve efficiencies and ensure effective delivery of programs and services to students

Objective 2.3: Attract high-performing students with strong academic credentials to the University

Strategies

- Increase recruitment of students in the top 10% of their high school class.
- Continue developing and building the honors program to provide personalized attention and a comprehensive academic experience
- Use the Presidential Scholarship program to create compelling scholarship packages that will attract high-achieving students.

Objective 2.4: Significantly improve retention and graduation rate of students.

Strategies

- Build the capacity of the counseling center to provide educational counseling, personal counseling, and outreach.
- Expand and strengthen career development opportunities for students through increased partnerships with corporations, non-profits, and government.
- Develop appropriate metrics and analytics to evaluate retention efforts at the University

Objective 2.5: Build a strong athletics program to inspire pride and encourage community involvement

Strategies

- Continue building Firebirds loyalty and support in the community
- Complete the NCAA reclassification study and develop an action plan

- Reintroduce football and move the athletics program to NCAA Division I
- Implement a first-class experience for student athletes in an environment where they can excel academically and athletically
- Seek new revenue streams to support the growth of UDC Athletics (i.e. sponsorship, rentals)
- Establish an Athletic Boosters program to support the Firebirds

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GOAL 3: CAMPUS INFRASTRUCTURE

GOAL 3: ENHANCE THE CAMPUS ENVIRONMENT THROUGH CONSTRUCTION/RENOVATION OF UNIVERSITY FACILITIES

An excellent University must have excellent facilities. The University is transforming its existing and newly acquired facilities into technologically advanced spaces to support the 21st century student and address the needs of the entire University community. On its existing facilities, the University is undergoing a massive campus improvement/enhancement initiative to update academic facilities and build a safe, beautiful campus environment conducive to learning and community.

The University is also expanding its physical facilities to support the University vision. The University will continue to construct and acquire facilities to accommodate academic and student life program growth. It will build a Student Center and on-campus housing to enhance the campus environment and sense of community. Along with these efforts, the University strives to become a national model of urban sustainability in campus offerings. Through continuous development and expansion, the University is committed to building a state-of-the-art campus worthy of the nation's capital.

Objective 3.1: Undertake rapid facilities improvement on the Van Ness campus

Strategies

- Upgrade academic and research facilities on the Van Ness campus
- Complete upgrade to the plaza deck
- Design and equip new and existing student laboratories

Objective 3.2: Construct facilities to improve academic and student life

Strategies

- Complete the development and upgrades of Community College facilities (801 N. Capitol and Bertie Backus Building)
- Build the Student Center to serve as the vital focal point for the campus
- Build Student Housing on the Van Ness Campus
- Establish an allied health sciences campus for the University at the South Dakota Avenue site
- Facilitate the relocation of the Davis A. Clarke School of Law

Objective 3.3: Create first-class intercollegiate athletic facilities to support the Firebirds

Strategies

- Acquire the use of facilities appropriate for NCAA Division I athletics
- Continue renovations and improvement of existing athletic facilities

Objective 3.4: Expand University sustainability activities to promote environmental stewardship, minimize waste, and reduce overall operation and maintenance costs.

Strategies

- Use the sustainability task force to establish the University as a national model for urban sustainability in campus operations
- Perform an extensive assessment of the University's energy usage and develop ecologically sound solutions
- Expand campus-wide recycling programs to ensure proper resource management and conservation
- Assess current power plant conditions and investigate the decentralization of the power plant system

Objective 3.5: Enhance auxiliary services to provide better student service and achieve financial sustainability

Strategies

- Establish a multifunctional One-Card to provide convenient services for building/housing access, parking, bookstore, printing/copying, food services, and financial aid disbursement.
- Provide high-quality and cost-efficient printing and copying services for the students with card-reader access and centralize printing and copying services for faculty and staff
- Enhance the parking management services via automated functionalities and payment options

GOAL 4: REVENUE GENERATION

GOAL 4: SIGNIFICANTLY INCREASE UNIVERSITY REVENUE GENERATION

To achieve its vision and strategic goals, the University will aggressively increase and develop new revenue sources. As the only public University in our nation's capital, the University has a compelling position and story to offer the District, the region, and the World. The University's accomplishments will be widely disseminated throughout the nation to invite federal and local government, foundations, and the community to contribute to the University's transformation.

Private development efforts will be dramatically increased and major University achievements or celebrations, such as the 160th anniversary, will be used as vehicles to promote the University.

The University will also work to develop a strong alumni base to proudly support University development. Additionally, the University will actively seek to increase research grant funding and develop the revenue generating capabilities of University auxiliary services and athletic programs. The University is committed and energized by its vision and will maximize current financial resources and develop new sources of revenue to support its strategic goals and objectives.

Objective 4.1: Increase private giving to the University

Strategies

- Launch a major private-giving campaign detailing the University's "vision"
- Launch the first significant capital campaign
- Use the 160th Anniversary as a vehicle to promote the University, showcase University accomplishments, and develop key partnerships
- Dramatically increase alumni participation, especially younger alumni, in University activities

Objective 4.2: Increase federal, local, and foundation funding to support the University

Strategies

- Promote the interests of the University by educating local decision-makers about University activities, events, accomplishments, and needs.
- Advocate for the interests of the University by educating Members of Congress and the Administration about specific federal legislative and funding requests for the University.
- Publicize the University's vision to the philanthropic community.

Objective 4.3: Increase research grant funding to the University

Strategies

- Create a research-driven culture among the University community

- Provide strong support for faculty to aggressively seek and acquire research funding

Objective 4.4: Increase revenue-generating capabilities of the University

Strategies

- Expand and strengthen auxiliary services to generate greater revenue
- Seek new revenue streams from University Athletics (i.e. sponsorship, rentals, camps)

GOAL 5: ADMINISTRATIVE EXCELLENCE

GOAL 5: EMPHASIZE OPERATIONAL EXCELLENCE TO SUPPORT THE UNIVERSITY

Administrative and operational excellence is critical to the academic and overall success of the University. All administrative departments of the University must work together collaboratively to push forward strategic initiatives and improve operations. To facilitate administrative excellence, a culture of accountability and performance measurement needs to be established throughout the University. The University will enhance its systems and process to operate at a more efficient, higher-performing level. The University is dedicated to providing strong administrative and operational support and will incorporate best practices and continuous improvement into its administrative practices.

Objective 5.1: Provide excellent customer service to all University constituencies

Strategies

- Improve customer service through training, personnel assessments, and customer surveys

Objective 5.2: Enhance business systems to facilitate more efficient operations

Strategies

- Implement the Banner ERP System throughout the University
- Expand on campus-wide wireless infrastructure that accommodates emerging technologies
- Deploy new and innovative technologies throughout the University

Objective 5.3: Manage financial and human resources efficiently and effectively

Strategies

- Link the strategic plans' goals and objectives with the resource allocation process
- Deliver accurate and timely financial information and analysis to guide strategic decision making
- Provide analytical support to manage budget pressures and new strategic priorities for the University
- Implement best practices in University risk management to maximize resource effectiveness
- Implement streamlined HR services through technology and HR best practices

Objective 5.4: Gain greater independence from the DC Government

Strategies

- Gain greater financial independence in fiscal affairs from the DC Government
- Move payroll from the DC Government to the University

Objective 5.5: Create a culture of accountability and performance measurement

Strategies

- Develop a compensation and classification system that rewards high performance and results in improved internal/external equity.
- Negotiate with labor unions to effect changes in areas that directly impact the University's strategic goals (i.e. strong, clear accountability provisions for faculty)
- Implement a professional development function within the human resources function
- Maintain excellent legal services to ensure University compliance within all areas of operation
- Develop and implement an annual internal audit plan to ensure accountability and transparency