



# Strategic Plan

## 2011 Blueprint for the Future

## MISSION

The University of the District of Columbia is an urban land-grant institution of higher education. Through its community college, flagship and graduate schools, it offers affordable post-secondary education to District of Columbia residents at the certificate, associate, baccalaureate and graduate levels. These programs will prepare students for immediate entry into the workforce, the next level of education, specialized employment opportunities and life-long learning.

## VISION

The University of the District of Columbia will be a diverse, selective, teaching, research and service university in the land-grant tradition, serving the people of Washington, DC, the nation and the world.

## VALUES

UDC pursues teaching, scholarship and service to address and solve pressing issues in the 21st century. We are committed to:

- Learning, discovery and engagement
- Academic excellence
- High expectations
- Student success
- Innovation
- Cross-cultural and international perspectives
- Collaboration among our internal and external partners
- Technological competencies
- Public service

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## LETTER FROM THE PRESIDENT



On behalf of the administration and Board of Trustees of the University of the District of Columbia, I am pleased to submit this strategic plan. This document is the result of the hard work of very dedicated professionals, and it lights the path forward as Washington, DC's state university moves into its next phase of growth. As ambitious as it is creative, this document is a living blueprint that will continue to develop. In it, you will hear the voices of our tremendous faculty and amazing students.

In 2011 we celebrate the 160th anniversary of Miner's Teacher's College, the founding institution that evolved into today's UDC. We've come a long way, and we have a long way to go. With your support, the University of the District of Columbia is soaring ever higher!

Very truly yours,

A handwritten signature in black ink, which appears to read "Allen L. Sessoms". The signature is fluid and cursive, with a large initial "A" and a stylized "S".

Allen L. Sessoms, President



# UNIVERSITY OF THE DISTRICT OF COLUMBIA: BUILDING ON A DREAM

The story of America's urban land-grant university is first and foremost a profile in courage. UDC's 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.

With land-grant status granted under the Morrill Act (1862), UDC's predecessors were formed to extend quality, affordable education to the residents of the nation's capital. Over time, a series of mergers among the District of Columbia'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.

In August of 2009, UDC's Community College opened its doors to deliver even more opportunities for students. With its open admissions policy, the Community College is positioned to play a key role in the fulfillment of the University of the District of Columbia's historical and legislatively mandated mission to prepare students with general education and workforce-specific certificates and training. At the same time, the baccalaureate and graduate programs of the University implemented academic admission standards and began a visionary transformation. Through continual assessment and improvement, the University offers postsecondary education that contributes to a better educated citizenry and supplies industry, government and the nonprofit sector with a well-prepared workforce.

Together, the University of the District of Columbia and its Community College offer more than 70 associate, bachelor's and master's degree programs, from classical arts and sciences to new green courses of study like urban agriculture and sustainability. This wide array of academic and professional programs is offered through five schools at UDC: the College of Arts and Sciences, the School of Engineering and Applied Sciences, the School of Business and Public Affairs, the College of Agriculture, Urban Sustainability and Environmental Sciences, and the David A. Clarke School of Law. The School of Law is ranked by *US News and World Report* in 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 generation 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. UDC's David A. Clarke School of Law is fully accredited by the American Bar Association, Chicago, IL.

### STRATEGIC PLAN GOALS:

1. Academic Programs
2. Student Life
3. Campus Infrastructure
4. Revenue Generation
5. Administrative Excellence

### GOAL 1: ACADEMIC PROGRAMS

Offer academic programs with relevance to the District of Columbia, the region and the world.

**Objective 1.1:** Improve the quality of education, curriculum, student enrollment, retention and graduation rates.

**Objective 1.2:** Align academic programs with the University’s vision of a modern, urban land-grant institution that meets the needs of students, the District and the world.

**Objective 1.3:** Recruit, support and retain outstanding faculty.

**Objective 1.4:** Expand the University’s capacity as a research institution through continued and enhanced facilitation of faculty scholarship and research growth.

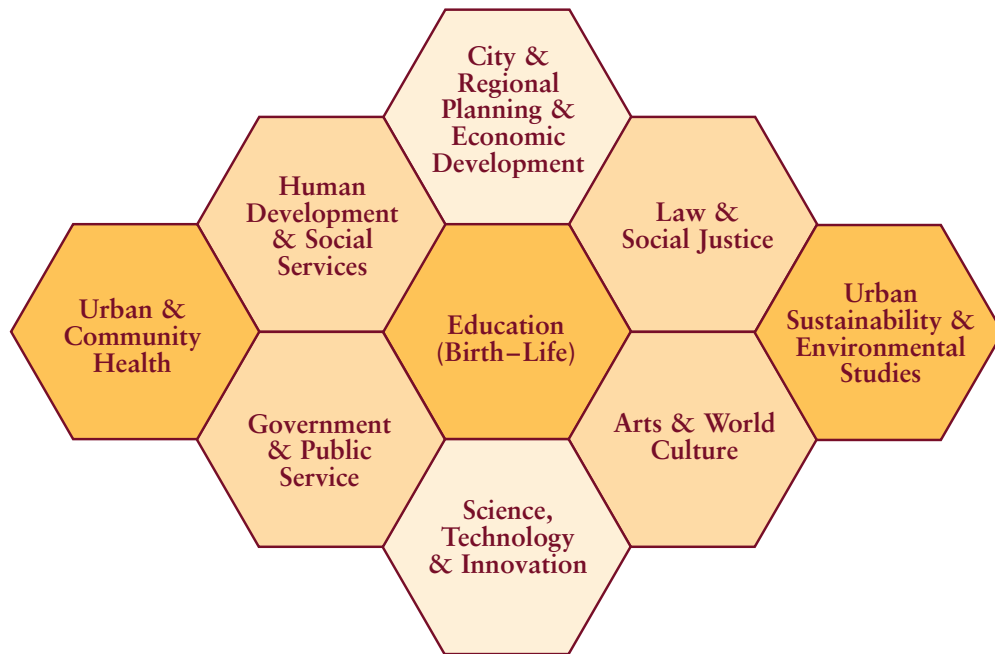
**Objective 1.5:** Increase contributions to city and regional economic development.

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 the preparation of students in associate, baccalaureate, master’s and doctoral degree programs.

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.

# SCOPE OF ACADEMIC MISSION

## TEACHING, LEARNING, SCHOLARSHIP AND SERVICE



### OBJECTIVE 1.1

Improve quality of education, curriculum, student enrollment, retention and graduation rates.

### STRATEGIES

- Offer attractive, high-quality programs related to student interests as well as current and future career opportunities *(2011 and ongoing)*.
- Continue to build academic advising capacity and expertise *(2011 and ongoing)*.
- Employ proven faculty, staff and peer mentoring strategies to support student advancement and academic success *(2011 and ongoing)*.
- Develop seamless transition between associates and baccalaureate programs *(by 2012)*.
- Create an early warning system and support mechanism to monitor student progress *(by 2012)*.
- Implement a degree audit process to inform advising and enable timely graduation *(by 2013)*.

## OBJECTIVE 1.2:

Align academic programs with the University’s vision of a modern, urban land-grant institution that meets the needs of students, the District and the world.

### STRATEGIES

- Complete rigorous program reviews of all academic programs, and implement a cycle of staggered 5-year reviews for all programs (*by 2011*).
- Invest heavily in the University’s strongest and most promising programs (*by 2014 and ongoing*).
- Develop and deploy new, relevant academic programs at the undergraduate, master’s and doctoral levels (*by 2015*).
- Emphasize cross-disciplinary collaboration and innovation on a continuing basis (*ongoing*).
- Embed University-wide mechanisms for student learning outcomes assessment, and use these mechanisms for continuous improvement of academic programs (*2011 and ongoing*).
- Develop online, evening, weekend, short-course, summer and other offerings to meet the needs of and be convenient for a regional, diverse student body and to make the most efficient use of University resources (*2015 and ongoing*).
- Redesign developmental education and English as a Second Language (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) (*by 2014, pending funding and necessary personnel*).
- Implement effective uses of technology to enhance teaching, learning and research endeavors (*2011 and ongoing*).

Programs implemented in the past year (AY 2010–11) and potential future programs (AY 2011 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.

## PROGRAMS DEVELOPED IN AY 2010–11

- New University-wide General Education Core
- Undergraduate Honors Program

### College of Agriculture, Urban Sustainability and Environmental Sciences

- BS in environmental sciences with new concentrations in water quality and urban sustainability
- MSArch (MS in architecture)
- MS in water resource management
- MS in nutrition and dietetics

### College of Arts and Sciences

- BA in human development
- BA in security studies

### David A. Clarke School of Law

- LLM in clinical education, social justice and systems change

### National Center for Urban Education

- MA in teaching
- MA in early childhood education

### Professional Science Master's program

- PSM in applied statistics

### School of Engineering and Applied Sciences

- MS in electrical engineering

### Community College

- AAS in automotive technology
- AAS in construction management
- AAS in fashion merchandising

## PROGRAMS UNDER CONSIDERATION FOR 2011+

### Build out National Center for Urban Education, including:

- Institute for Urban Education, Research, Innovation and Policy
- School Leadership Academy
- Urban Teacher Residency

### Grow and diversify nursing and allied health programs, to include, but not limited to:

- BA and MA in healthcare administration
- BA in medical imaging
- BS or MS in bioinformatics
- MS physician assistant
- MSN in nursing gerontology  
(*grow current program*)

### Invest in business and management programming:

- MA in economics
- Executive MBA
- MBA in healthcare management
- JD–MBA
- BS in engineering/MBA

### School of Engineering and Applied Sciences

- BS in bioengineering and renewable energy
- MS in civil engineering

### Develop doctoral programs in:

- Computer science
- Cancer biology

### Community College

Program areas will include:

- Business and commerce, business support
- Computers and information technology
- Education
- Liberal studies
- Security and protection



## OBJECTIVE 1.3

Recruit, support and retain outstanding faculty.

### STRATEGIES

- Develop a merit-based academic performance evaluation system, which values teaching, scholarship and service, among other measurable contributions, and includes academic tenure, which promotes and rewards academic excellence (*by 2013, in negotiation with faculty union and pending funding*).
- Negotiate strong, clear accountability provisions into collective bargaining agreements (*ongoing negotiations*).
- Work with faculty toward adoption of a faculty manual to govern and support those dimensions of University academic life not addressed by collective bargaining agreements (*2011 and ongoing*).
- Build a strong infrastructure of academic leadership and administration for departments, programs and schools (*continuously*).
- Invest in faculty development to ensure currency, best pedagogical practices, and best uses of academic technology (*continuously*).
- Continue to build a culture of collegiality, trust and high aspiration (*ongoing*).

## OBJECTIVE 1.4

Expand the University's capacity as a research institution through continued and enhanced facilitation of faculty scholarship and research growth.

### STRATEGIES

- Enhance scope, scale, quality and relevance of the University research portfolio (*ongoing*).
- Elevate the priority and visibility of research within the University and in the local, regional, national and international community (*by 2011 and ongoing*).
- Build graduate programs and enrollments at both the master's (*ongoing*) and doctoral levels (*ongoing, pending funding*).
- Increase externally funded, sponsored research across programs and schools, and strengthen capacity to manage and allocate grant resources (*ongoing*).
- Coordinate with the Office of Governmental Relations to build high-level support for competitive proposals and to track anticipated funding announcements (*ongoing*).
- Revamp and strengthen all Science, Technology, Engineering and Math (STEM) programs at the graduate and undergraduate levels (*ongoing, pending funding*).
- Support undergraduate research initiatives to encourage faculty-student research mentoring and conference participation (*by 2014, pending funding*).
- Require all students to take a minimum of one service learning and one research-intensive course as a graduation requirement (*by 2015*).

## OBJECTIVE 1.5

Increase contributions to city and regional economic development.

### STRATEGIES

- Extend education and research outreach to help address the economic, social and environmental challenges faced by the District and beyond *(2011 and continuously)*.
- Build partnerships and synergies with local, regional, national and international organizations and government agencies *(2011 and ongoing)*.
- Promote an understanding of global trends, such as sustainability and urbanization, and their application to the local and regional context *(2012 and ongoing)*.
- Offer a comprehensive, high-quality continuing education program *(by 2014)*.
- Further develop and support current and emerging workforce programs *(2011 and ongoing)*.
- Create educational pathways to enable students in the Community College Workforce Development and Lifelong Learning programs to easily transition into associate and bachelor's degree programs *(by 2012)*.
- Establish policies and reward structures to encourage faculty, staff and students to engage in service- or community-based learning *(by 2012)*.

## GOAL 2: STUDENT LIFE

Recruit, develop, retain and graduate talented students from the District, the region and the world.

**Objective 2.1:** Increase total enrollment in the University.

**Objective 2.2:** Significantly improve retention and graduation rate of students.

**Objective 2.3:** Attract talented students with strong academic credentials to the University.

**Objective 2.4:** Improve student life at the University.

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

A crucial element of University excellence is attracting, developing and supporting its primary constituents—the students. The University is committed to student success and learning—the fundamental factors in building student persistence and retention. All University divisions and stakeholders will partner with Student Affairs in this critical effort to raise retention and graduation rates.

The University's co-curricular learning experiences and student development beyond the classroom will continue to contribute to the holistic development of the student. As part of the effort to build an interconnected and thriving community, the University will strengthen its Residential Life program and enhance its Intercollegiate Athletics program.

## OBJECTIVE 2.1

Increase total enrollment in the University.

### STRATEGIES

- Market the “new UDC” aggressively in the DC metropolitan area *(2010 and continuously)*.
- Enhance recruitment efforts by building a team of energetic, highly informed University recruiters with high enrollment goals to reach the widest possible range of prospective students *(by 2013)*.
- Ensure a seamless transition from our Community College to the University *(by 2012)*.
- Promote transfer opportunities from community colleges to the University *(by 2012)*.
- Implement an international recruitment strategy through the Office of International Programs and Exchanges *(by 2011)*.
- Implement Banner functionality to create a prospective student database and track inquiries, applicants and admitted students, allowing the University to manage the “funnel progression” and create enrollment benchmarking data *(by 2012)*.
- Re-engineer the financial aid process and procedures to improve the level of student service and satisfaction *(by 2012)*.
- Publicize and market available merit and financial aid scholarships *(by 2011)*.
- Increase use of Web-based technologies to improve efficiencies and ensure effective delivery of information about programs and services to students *(by 2011 and ongoing)*.

## OBJECTIVE 2.2

Significantly improve retention and graduation rate of students.

### STRATEGIES

- Gain an understanding of why students leave, and benchmark best practices in retention *(by 2012)*.
- Develop appropriate metrics and analytics to evaluate retention efforts at the University *(by 2012)*.
- Build the capacity of the Advising Center to provide educational counseling, personal counseling and outreach *(by 2012)*.
- Expand and strengthen career development opportunities for students through increased partnerships with corporations, nonprofits and government *(by 2014 and ongoing)*.
- Involve students in on-campus sustainability projects to promote an increased sense of belonging and ownership in the University *(by 2012)*.
- Develop robust and supported internship opportunities to help students gain experience and job placements *(2012 and ongoing)*.
- Offer an intern-abroad option to help students see their role in the larger world and gain international work experience *(by 2015)*.

## OBJECTIVE 2.3

Attract talented students with strong academic credentials to the University.

### STRATEGIES

- Develop funding for student scholarships *(by 2012)*.
- Increase recruitment of students in the top 10% of their high school class *(by 2015 and ongoing)*.
- Continue developing and building the Honors Program to provide personalized attention and a comprehensive academic experience *(2011 and ongoing)*.
- Use the Presidential Scholarship program to create compelling scholarship packages that will attract promising and high-achieving students *(by 2012)*.

## OBJECTIVE 2.4

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) *(2012 and ongoing, pending funding)*.
- Enhance student services, including advising, academic counseling, financial aid, disability services and health services *(2011 and ongoing, pending funding)*.
- Offer and promote a variety of student life and services activities, such as student clubs and organizations, student leadership initiatives, student government and student publications *(by 2012 and ongoing, pending funding)*.
- Strengthen student program assessment mechanisms to evaluate what programs best serve student needs, and regularly assess student satisfaction *(by 2012)*.
- Promote outreach, volunteerism, sustainability and healthy living in the student community *(2011 and ongoing)*.
- Develop student programming for the new student center *(by 2012)*.

## 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 *(2011 and ongoing)*.
- Create a student-led spirit organization to hold community-building events and increase attendance at competitions *(by 2012)*.
- Complete the NCAA reclassification study and develop an action plan *(by 2013)*.
- 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 *(2014–2020)*.
- Seek new revenue streams to support the growth of UDC Athletics (i.e., sponsorship, rentals) *(by 2011)*.

## GOAL 3: CAMPUS INFRASTRUCTURE

Create an enhanced campus environment through the acquisition, construction, renovation and preventive maintenance of university facilities.

**Objective 3.1:** Undertake rapid structural improvements to the Van Ness campus.

**Objective 3.2:** Construct new facilities to improve the delivery of academic programs, enhance student life, and ensure a safe and secure environment.

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

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

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

An excellent University must have excellent facilities. The University will continue to transform its existing and newly acquired facilities into versatile, technologically advanced spaces to support the 21st-century student and address the needs of the entire University community. Campus improvement initiatives will ensure excellent academic facilities and a safe and beautiful campus environment conducive to learning and community.

The University will expand its master plan to support the University vision, including growing enrollment and curricular changes. It will build a student center and on-campus housing to LEED Silver certification standards or higher to further enhance the campus environment and sense of community. Along with these efforts, the University will become a national model of urban sustainability in campus facilities and operations. Through continuous development and regular maintenance, the University is committed to building a state-of-the-art campus worthy of the nation's capital.

### OBJECTIVE 3.1

Undertake rapid improvements to the facility infrastructure of the Van Ness campus.

#### STRATEGIES

- Upgrade academic and research facilities on the Van Ness campus (*ongoing*).
- Modernize technology infrastructure to support teaching and learning (*2011 and ongoing*).
- Install water-harvesting system as part of the new Plaza Deck project (*2011*).
- Address structural concerns at window openings in Building #38 (*2011*).
- Develop campus-wide window replacement strategy (*2011*).
- Implement University-wide energy efficiency and water conservation strategies to reduce consumption and realize utility cost savings of at least 10% (*by 2015*).
- Install green roofs on multiple buildings at the Van Ness campus (*by 2011*).
- Complete renovation of existing and develop new student laboratories (*2011*).
- Implement an effective and continual preventive maintenance program to address electrical, mechanical and plumbing systems (*by 2012*).



## OBJECTIVE 3.2

Construct new facilities to improve the delivery of academic programs and to enhance student life.

### STRATEGIES

- Complete the development of and upgrades to Community College facilities at 801 N. Capitol and Bertie Backus Building (*by fall of 2010*).
- Build a student center to serve the entire University community (*by fall 2012*).
- Build new student housing on the Van Ness campus (*opening 2013, pending approval*).
- Establish a new allied health and human sciences campus for the University at the South Dakota Avenue site (*break ground 2011, pending funding*).
- Relocate the UDC David A. Clarke School of Law (*fall 2011–spring 2012*).

## OBJECTIVE 3.3

Create first-class intercollegiate athletic facilities to support the Firebirds.

### STRATEGIES

- Negotiate use of RFK Stadium and the DC Armory to support NCAA Division I athletics.
- Renovate the existing Natatorium at the Van Ness campus to accommodate Division I athletics (*2011*).
- Install new spectator seating area in the existing Van Ness campus athletic facility (*2011*).
- Upgrade playing surface and lighting for the Van Ness campus tennis courts (*2010*).
- Install new below-grade sprinkler system for the Van Ness campus soccer fields (*pending funding*).
- Continue renovations and improvement of existing athletic facilities (*pending funding*).
- Establish a high-performing advancement division that will identify and execute revenue-generating opportunities for the University, including a building-naming program (*ongoing*).

## 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 and environmentally responsive campus operations (*2014–2020 and ongoing*).
- Perform an extensive assessment of the University's energy usage, and develop a University-wide utility reduction strategy (*2011*).
- Expand campus-wide recycling programs to ensure proper resource management and conservation (*2012*).

- Award new, performance-based recycling/janitorial contracts for the University system (2010).
- Assess current power plant conditions, and investigate the decentralization of the power plant system (by 2012).
- Investigate future expansion of current environmental facility upgrades, such as the Plaza Deck, green roofs and recycling program (2012).
- Incentivize environmentally responsible commuting (by 2011).

## 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 (2011).
- 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 (2011).
- Enhance the parking management services via automated functionalities and payment options (2010).
- Provide upgraded dining options to maximize services offered to the University community (2010).
- Expand dining and bookstore services as part of the new student center (2012).

## GOAL 4: REVENUE GENERATION

Significantly increase revenue.

**Objective 4.1:** Establish a high-performance university Advancement Operation.

**Objective 4.2:** Strengthen the UDC Foundation Board of Directors and increase the number and size of private gifts to the University.

**Objective 4.3:** Increase federal and local government and foundation funding to support the University.

**Objective 4.4:** Increase research grant funding to the University.

**Objective 4.5:** Increase auxiliary services and athletics revenue-generating capacity.

To achieve its vision and strategic goals, the University will aggressively develop alumni support and grow 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. Additionally, the University will actively seek to increase research grant funding and develop the revenue-generating capabilities of University auxiliary services and athletic programs.

## OBJECTIVE 4.1

Establish a high-performance university Advancement Operation.

### STRATEGIES

- Conduct an internal audit of Development and Alumni Relations to assess capacity and operations (*March 2011*).
- Create an organizational development plan and new structure that centralizes university advancement efforts (*May 2011*).
- Revise and establish cultivation, solicitation and gift guidelines (*April 2011*).
- Hire appropriate staff and build advancement capacity consistent with a new development plan (*September 2011*).
- Develop an alumni relationship strategic plan to dramatically increase alumni participation, especially younger alumni, in University activities (*September 2011*).

## OBJECTIVE 4.2

Strengthen the UDC Foundation Board of Directors, and increase the number and size of private gifts to the University.

### STRATEGIES

- Identify high-level candidates who bring both influence and affluence, and secure Board of Trustee approval to appoint the maximum number of members to the Foundation Board of Directors that the bylaws will allow (*January 2011*).
- Establish a board orientation program, and conduct annual planning to focus directors on their role to secure resources required by the university Strategic Plan (*March 2011*).
- Engage Foundation Directors and Trustees in identifying and helping the president and Advancement Office secure leadership and major gifts (*March 2011*).
- Lay the foundation for launching the first significant capital campaign (*2012*).
- Extend the 160th Anniversary celebration until May 2012 and use it as a vehicle to promote the University, showcase University accomplishments, and develop key partnerships.
- Launch a 160th Anniversary Brick and Paver Campaign for Founders' Commons (*March 2011*).

## OBJECTIVE 4.3

Increase federal and local government and foundation funding to support the University.

### STRATEGIES

- Continuously promote the interests of the University by educating local decision-makers about University activities, events, accomplishments and needs.

- Continuously 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.
- Continuously use marketing, public relations and outreach to publicize the University’s vision to the philanthropic community.
- Grow foundation support 20% (*September 2011*).

## OBJECTIVE 4.4

Increase research grant and other sponsored program funding to become an important engine for innovation and economic development within the region, especially the District of Columbia.

### STRATEGIES

- Establish a high-performance, fully staffed, full-service Office of Sponsored Programs by September 2011.
- Continuously elevate the priority and visibility of research within the University and the University’s research activities within the local, regional, national and international community.
- Continue to create and enhance a research-driven culture in the University community.
- Continue to increase support for faculty and staff at the Flagship University and Community College to aggressively seek and acquire research funding.
- Grow federal grant support for research and sponsored programs 20% (*September 2011*), then 100% (*September 2014*).

## OBJECTIVE 4.5

Increase auxiliary services and athletics revenue-generating capacity.

### STRATEGIES

- Conduct an assessment of Auxiliary Services, and expand and strengthen our capacity to generate greater annual revenue (*September 2011*).
- Conduct an assessment of the University Athletics facilities, and explore and determine naming rights, sponsorship opportunities and target revenue (*June 2011*).
- Implement the Athletics Department’s strategy to expand public and private rentals of athletic facilities (*March 2011*).
- Establish annual camps to promote UDC Athletics, provide skill enhancement for youth and generate new revenue (*April 2011*).
- Hire a development director for Athletics to lead cultivation and solicitation (*January 2011*).
- Increase ticket sales for key programs and major athletic events, and enhance merchandizing (*September 2011*).

# GOAL 5: ADMINISTRATIVE EXCELLENCE

Achieve operational excellence to support the University's mission

**Objective 5.1:** Provide excellent service to all University constituencies.

**Objective 5.2:** Create a culture of accountability and performance measurement.

**Objective 5.3:** Manage financial and human resources efficiently and effectively.

**Objective 5.4:** Enhance business systems to facilitate more efficient operations.

Administrative and operational excellence is critical to the academic and overall success of the University. In fulfilling our mission to serve local, out-of-state and international students, we will take a 360-degree approach to creating a high-quality, efficient, nurturing campus environment—from recruitment and financial aid to mentoring and graduation. All administrative departments of the University will work collaboratively to push forward strategic initiatives and improve operations. To facilitate and drive administrative excellence, a culture of accountability and performance measurement needs will be established throughout the University. The University will incorporate best practices and continuous improvement to enhance its administrative systems and processes, ensuring optimum performance and efficiency.

## OBJECTIVE 5.1

Provide excellent service to all University constituencies.

### STRATEGIES

- Continuously offer professional development activities and training.
- Regularly conduct personnel assessments.
- Develop and administer customer surveys to identify strengths and areas for improvement (*by 2012*).

## OBJECTIVE 5.2

Create a culture of accountability and performance measurement.

### STRATEGIES

- Develop a human resource compensation and classification system that rewards high performance and results in improved internal/external equity (*by 2013*).
- Negotiate with labor unions to effect changes in areas that directly impact the University's strategic goals.
- Implement a professional development function within the human resources function (*ongoing*).
- Maintain excellent legal services to ensure University compliance within all areas of operation (*ongoing*).
- Develop and implement an annual internal audit plan to ensure accountability and transparency (*ongoing*).



## OBJECTIVE 5.3

Manage financial and human resources efficiently and effectively.

### STRATEGIES

- Link the strategic plan's goals and objectives with the resource allocation process (*by 2011*).
- Continuously deliver accurate and timely financial information and analysis to guide strategic decision making.
- Regularly 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 (*ongoing*).
- Implement streamlined HR services through technology and HR best practices (*by 2012*).
- Further develop financial management structures and expertise to allow greater independence in fiscal affairs from the District of Columbia government (*ongoing*).
- Move payroll function from the DC government to the University (*by 2013*).

## OBJECTIVE 5.4

Enhance business systems to facilitate more efficient operations.

### STRATEGIES

- Implement the Banner Enterprise Resource Planning System throughout the University (*by 2011*).
- Expand campus-wide wireless infrastructure that accommodates emerging technologies (*ongoing*).
- Deploy new and innovative technologies throughout the University (*2011 and ongoing, pending funding*).

**University of the District of Columbia**

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**EQUAL OPPORTUNITY POLICY:** The University of the District of Columbia provides equal opportunity to all persons regardless of race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, physical disability, political affiliation, source of income or place of residence, in accordance with the provisions of the DC Human Rights Act of 1977 (DC Law 2-38). ©2011 University of the District of Columbia 1/11