STRATEGIC PLAN
INTERGOVERNMENTAL RELATIONS
OFFICE OF UNIVERSITY RELATIONS AND COMMUNICATIONS
UNIVERSITY OF THE DISTRICT OF COLUMBIA
July 12, 2006
Summary of Strategic Plan

University of the District of Columbia ...A New Day, A New Opportunity”
June 2005

The University of the District of Columbia Strategic Plan dated June 2005 was the result of an intensive planning process inaugurated by Dr. William L. Pollard during the 2003-2004 academic year.

University of the District of Columbia Mission

The University of the District of Columbia is an urban land-grant institution of higher education with an open admissions policy. It is a comprehensive public institution offering quality, affordable postsecondary education to District of Columbia residents at the certificate, associate, baccalaureate, graduate and professional levels. These programs will prepare students for immediate entry into the workforce, for the next level of education, for specialized employment opportunities and for lifelong learning.

Institutional Goals and Objectives

The University goals and objectives identified in that document were as follows:

1. Student Access---insuring legislative entitlement of residents of the District of Columbia to access to public post-secondary education.

2. Student Choice--- offering a variety of programs within its available resources to provide choices for post-secondary education to residents of the District of Columbia.

3. Student Achievement --- to provide maximum educational opportunities that will assure the quality of student achievement.

4. Land-Grant Functions --- to be innovative in translating the traditional land-grant functions of teaching, research and public service into solving urban problems and into improving the quality of urban living in the District of Columbia.

5. Institutional Quality --- to ensure the quality of institutional excellence as determined by tangible achievements.

6. Institutional Growth and Development --- to continue to grow and develop as a comprehensive university.

7. Advancement of Knowledge --- to contribute to the advancement of knowledge at local, national, and international levels through traditional and innovative approaches to teaching, research and public service.
University Vision

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

Mission of the Office of University Relations and Communications: Intergovernmental Relations

The mission of the Office of Intergovernmental Relations (OIR) is to provide liaison assistance between the University of the District of Columbia (UDC) and external constituencies that will advance the strategic interests of and funding opportunities for the University among local and national elected officials, their staff members, constituents and governmental agencies at all levels. In achieving this mission, OIR will assist the University in achieving both the vision and mission set forth in the University’s 2005 Strategic Plan.

OIR is charged with generating the appropriate financial support for our legislatively designated, land grant University, which has as its tri-part mission: teaching, research and service.

Daily personal contact with elected and appointed officials and staff is an essential part of OIR operations. The effectiveness of OIR is based not only upon our knowledge of the structures and functions of governmental entities, but also upon a keen awareness of the political culture and those involved in the political process.

Intergovernmental Relations

The UDC Intergovernmental Relations unit coordinates all UDC campus intergovernmental relations efforts at the district, Federal, and grassroots levels, focusing on the following areas:

- **Strategic Planning and Political Strategy** – Assisting UDC units in assessing the linkages between their objectives and opportunities at the national and local levels and then developing a university wide plan for pursuing institutional priorities.

- **Policy and Legislative Affairs** – Working with UDC units to assess the impact of legislation and regulatory proposals and explaining the impact of regulatory policies on higher education and the University of the District of Columbia.

- **Appropriations/Enhancements** – Steering UDC funding requests and projects through the District of Columbia City Council, Congress, and various Federal government agencies.
• Research and Sponsored Programs – Assisting UDC units in identifying, assessing and developing research and sponsored program funding.

• Grass roots advocacy – increasing public, student, faculty, staff, and alumni awareness for UDC’s needs and mobilizing broad support for addressing those needs.

Intergovernmental Relations is organized into two practice areas: Local Government and Community Relations, which reports administratively to the Senior Director of Intergovernmental Relations and functionally to the Special Assistant to the President for Regulatory Compliance. The Director of Local Government and Community Relations serves as the primary liaison between the legislative and executive branches of the District government, including the City Council, the Mayor’s Office, the District Budget Agency, the Commission for Education, and the Advisory Neighborhood Commissions.

The Senior Director of Intergovernmental Relations plans, organizes, and manages Intergovernmental Relations functions and has primary responsibility for the Federal grant and contract development functions of the University. The Senior Director reports to the Vice President of University Relations and serves as the lead internal consultant to the President, Vice-Presidents, and other University Administrators on policy and legislative affairs at District, Federal and grass roots levels.

Staff Support

Staff is supported by a graduate student intern (Wesley Seminary) and students employed under the UDC student employment program. Both the Senior Director for Intergovernmental Relations and the Director of Local Government and Community Relations are supported by an Executive Assistant to the President for Compliance and Regulatory Affairs.

Mission Statement Context

The OIR mission statement was developed within the context of the University’s Strategic Plan, “A New Day, and A New Opportunity” (June, 2005). Given the contextual issues presented in that strategic plan, the goals and objectives of the OIR, against the background of that strategic plan, are as follows:

Goal

To create a philosophy and an environment and work ethic that will (1) enhance the institution’s public image, and marketability; and (2) as well as to increase the number of University funding opportunities and its capture rate from local, state and Federal government sources across all units of the institution. Intergovernmental Relations staff will realize this goal by achieving the following objectives within the time frame presented.
**Time Frame**

The Intergovernmental Relations Strategic plan is designed to complement, support and, where appropriate, enhance the University’s Strategic Plan and will be achieved over a three year period. The goals and objectives to be achieved during Year I, September 2006-October 2007 are as follows:

**Objectives**

1. **To create an institutional image and environment that will support OIR efforts to attract support and funding that will expand and enhance the University’s three component mission of teaching, education, research and public service by March 2007.**

   1.1 Assess departmental needs and strengths in education, research and public service by December 2006.

   1.2 Develop a cross-departmental, intergovernmental relations dialogue that will assist with achieving maximum institutional impact and effectiveness in teaching, research and public service by December January 2007.

   1.3 Mount a collective effort to change state/local and Federal funders’ images and perceptions of the University’s student population as well as its academic program offerings and its research and public service activities by February 2007.

   1.4 Represent the University at a minimum of three national, regional, and state meetings related to government relations and resource development by February, 2007.

2. **Develop an infrastructure that will attract and support increased funding for teaching, research, and public service by September 2009.**

   2.1 Identify and recruit staff and or /consultants experienced in identifying and securing state and local grant and contract funding by September 2006.

   2.2 Host an Annual UDC Research Day to inform Federal, state and District representations of UDC’s research skills and interests by October 2006.

   2.3 Establish an UDC Interdisciplinary Research Center/Institute that will attract and manage funding for teaching, research and public service programs by September 2008.
3. Implement campus-wide intergovernmental relations discussions and meetings that will explore and increase faculty research, teaching and public service participation in the following areas by November 2007:

   3.1 State funding for K-12 education.
   3.2 State and Federal funding for higher education.
   3.3 State and Federal funding for financial aid.
   3.4 State and Federal funding for STEM disciplines
   3.5 State and Federal funding for Workforce Development programs
   3.6 Local/state and Federal funding for non-profit management and development.

4. Improve intergovernmental relations planning, strategy development and delivery systems by March 2007:

   4.1 Increase campus wide-coordination and interaction in intergovernmental relations by January 2007.
   4.2 Provide weekly University Relations Research and Program Funding updates to unit directors beginning September 2006.
   4.3 Hold bi-weekly meetings with deans and department heads on research and sponsored program funding beginning September 2006.
   4.4 Hold monthly meetings with Vice-Presidents on research and program funding beginning September 2006.
   4.5 Provide weekly updates and co-ordinate funding opportunities with External Relations Committee of the Board of Trustees beginning September 2006.

5. Develop campus communication mechanism that will increase awareness of state/district and governmental issues of concern to UDC Board of Trustees, President, faculty, staff and administrators by December 2006.

   5.1 Develop Intergovernmental Relations web-site by September 2006.
   5.2 Develop Intergovernmental relations electronic newsletter by December 2006.
5.3 Develop targeted marketing and communications materials for intergovernmental relations activities by September 2006.

5.4 Conduct UDC economic impact study by September 2007.

6. Develop and maintain external contacts that will facilitate location of state and Federal funding opportunities for teaching, research and community outreach by August 2007.

6.1 Monitor district legislation and serve as a liaison between UDC, the Office of the President and congressional staffs by July 2006.

6.2 Identify opportunities, collaborate with and facilitate funding proposal development activities for Workforce Development staff by July 2006.

6.3 Serve as liaison between campus Workforce Development and Federal and state initiatives and programs by July 2006.

7. Establish an integrated process that will leverage state and local funding to attract other funding, including Federal and private, by September 2006.

7.1 Initiate process to identify Federal and state funding opportunities that match University goals and priorities by September 2006.

7.2 Identify and pursue Federal/state support for teacher development, training and certification programs by December 2006.

7.3 Identify and attract Federal/state support for small business development programs by December 2006.

7.4 Identify and attract Federal/state support for Workforce Development by December 2006.

8. To provide technical assistance, funding opportunities research, proposal development and grant writing support in collaboration with the Office of Sponsored Research and other University units that support faculty and staff efforts to attract and retain funding for teaching, research and service.