

University of Detroit Mercy
Strategic Plan
Implementation Monitoring Document
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Strategic Vision for 2008 to 2013

As a Catholic, urban and comprehensive university, UDM will provide all students with a holistic learning experience that is personalized, values-based and relevant. The students' engagement with the community of learning will be intense, multi-cultural and interdisciplinary, leading to the development of competence and commitment to provide effective leadership and service to both the urban and global communities.

Strategic Priorities

- **Academic Excellence**
- **Mission Effectiveness**
- **Environmental Excellence**
- **Service Excellence**
- **Fiscal Excellence**
- **People Excellence**

Strategic Goals

To accomplish the strategic vision and guided by our strategic priorities, the planning group developed the following strategic goals:

1. Distinguish UDM for its excellence and unique qualities.
2. Provide campuses and facilities that foster a vibrant environment.
3. Increase enrollment.
4. Increase financial resources.
5. Promote organizational excellence and continuous improvement.
6. Foster the personal and professional growth of all university community members.

ACADEMIC EXCELLENCE

Goal 1. Distinguish UDM for its excellence and unique qualities.

Goal 1- Objective 1	Enhance the national and international image of the University of Detroit Mercy.
Leaders	President of the University, Vice President for Academic Affairs

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-1.a	Review of Core Curriculum by all stakeholders	Academic Affairs, Core Curriculum Task Force	Completion of the Core Curriculum Committee's report with review and acceptance by the MFA, Fall 2011		
1-1.b	Implement new core curriculum and processes to maintain its relevance and ability to distinguish UDM	Academic Affairs Core Curriculum Implementation Committee	Inauguration of the new Core Curriculum, Fall 2012 (tentative)		
1-1.c	Achieve national/international recognition.	UDM Institutional Commitment	Number of international undergraduate and graduate students enrolled needed		

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-1.d	Increase reporting of outcomes nationally.	Academic Affairs, Institutional Research, Marketing and Public Affairs	<p>Promote U.S. News rankings in UDM publications and web site, press release and postcard to 6,000 prospective students.</p> <p>Promote President's Community Service Honor Roll designation in UDM publications and web site and press releases.</p> <p>Launch Institutional Research website reporting survey results and other key data.</p>	<p>Promoted US News rankings with postcard and release every year since 2001. On Web since 2004. President's Honor Roll since 2008.</p> <p>Summer 2010 Ongoing</p>	
1-1.e	Improve branding and public relations.	Marketing and Public Affairs Alumni Relations	<p>Create 2 new 30-sec. commercial spots to generate higher visibility for UDM.</p> <p>Implement targeted marketing in Grand Rapids and Cleveland to recruit traditional undergraduate students.</p> <p>Generate national coverage of UDM via <i>Delta Sky</i> magazine and <i>N.Y. Times</i> article on the McCallums and men's basketball team</p>	<p>These activities all done in FY 2011. There are a variety of strategies we use every year to increase branding and visibility.</p>	

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-1.f	Improve UDM website functioning.	Business and Finance Marketing and Public Affairs	<p>Upgrade Cascade content management system.</p> <p>Create new Calendar of Events system.</p> <p>Revise Home Page design for ease of navigation and search functions.</p> <p>Implement Google tracking system.</p> <p>Implement search engine optimization on college and administrative sites</p>	<p>Upgraded Cascade in summer 2010.</p> <p>Currently creating new Events Calendar system to be ready in May 2011.</p> <p>Revised Home Page in 2009 and implemented SEO on college/schools' sites in 2010.</p> <p>Implemented Google analytics in August 2010; previously used other tracking software from 2004-2010.</p>	

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-1.g	Use electronic media to increase web presence.	Marketing and Public Affairs	<p>Increase use of social media to reach targeted audiences.</p> <p>Regularly distribute electronic newsletters/messages and e-solicitations to constituents.</p> <p>Promote URL as call to action for information about UDM in ads and publications.</p> <p>Track monthly visits and page views to site.</p>	<p>Started social media in summer 2009 with Facebook and implemented others in fall 2009—winter 2010.</p> <p>Distributed electronic alumni newsletters and Campus Connection since Fall 2003; E-Connect and e-solicitations since 2004.</p> <p>Using URL as call to action since 2002.</p>	
1-1.h	Create nationally/internationally renown speakers' series. Ask SPC	Academic Affairs, Business and Finance, Admissions and Student Affairs	Initiate CLASA Program.	CLASA Program initiated.	

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-1.i	Increase alumni pride based on University community achievements and successes.	Alumni Relations Marketing and Public Affairs	-Provide regular alumni communications- Spiritus, alumni newsletters and monthly e-Connect.	- Experiencing higher alumni attendance at events (Homecoming 2011, UDM/Butler basketball game). Creation of alumni online community Jan 2010. -Currently experiencing higher % of alumni donors and increased \$ contributed compared to FY 2010.	

ACADEMIC EXCELLENCE
PEOPLE EXCELLENCE

Goal 1. Distinguish UDM for its excellence and unique qualities.

Goal 1 - Objective 2	Celebrate and grow the multicultural and diversity assets and opportunities for the University community.
Leaders	President of the University, Vice President for Academic Affairs, Vice President for Business and Finance, Vice President for Enrollment and Student Affairs

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-2.a	Implement strategies to retain minority faculty, staff, and administrators.	Academic Affairs, Business and Finance, Admissions and Student Affairs Human Resources	-Increase in the number of minority faculty, staff and administrators. Review current processes for ensuring that Faculty Search policies related to diversity hiring are disseminated to and practiced by search committees. Fall, 2011 -Implementation of specific strategies focused on retention.	Ongoing	
1-2.b	Increase minority faculty and administrators with a special emphasis on African American faculty.	Academic Affairs	-Revised Faculty Search Policies and Procedures: Develop & implement a recruitment & retention strategy to ensure the compositional number and success level of historically underrepresented faculty and administrators with a special emphasis on African American faculty. 2011.		

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-2.c	Ensure an environment of “inclusive excellence” throughout the University community.	Office of Academic Affairs Colleges and Schools,	Create Inclusive Excellence Task Force to review best practices, benchmark UDM with similar institutions and advise & make recommendations to university leadership. 2011 Develop and implement a comprehensive diversity program with regular training/discussions available to the university community. 2011		
1-2.d	Recruit and retain minority students, with an emphasis on African American.	Admissions, Academic Affairs			
1-2.e	Increase student participation and interaction in multicultural activities.	Student Life, Academic Affairs	Develop and implement strategy to increase student participation and interaction in intentional multi-cultural engagement activities. 2011		
1-2.f	Review diversity content in academic and social courses, programs and experiences.	Academic Affairs, Student Affairs Inclusive Excellence Task Force	Review completed by Fall, 2012.		
1-2.g	Foster global awareness and thinking across the University.	President, Academic Affairs, Mission and Identity	Identification of current global initiatives and thinking.		

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-2.h	Assess the outcomes of multicultural activities.	Human Resources, Mission and Identity Outcomes Assessment Team	Develop and implement process to assess outcomes of intentional multi-cultural engagement activities to celebrate areas of excellence and strategize areas for improvement. 2011		

MISSION EFFECTIVENESS

Goal 1. Distinguish UDM for its excellence and unique qualities.

Goal 1 – Objective 3	Inform all University of Detroit Mercy stakeholders about the Catholic/Mercy/Jesuit/Urban Mission and Identity.
Leaders	Assistant to the President for Mission & Identity and President of the University

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-3.a	Increase and widen mission and identity activities for new and existing faculty, staff and students.	Mission and Identity and Campus Ministry	Level of engagement by participants of the events sponsored by M&I 1.Half day Mission retreat. 2.Unit retreats in mission retreat format. 3.New faculty mission orientation. 4.Junior/Senior Faculty Mentoring Program. 5.University-wide Mission Micro Grant Program. 6.Busy Person Retreat 7.Alternative Spring Break (ASB). 8.Pre-orientation retreat (starting fall 2011). 9.Celebrate Spirit. 10. Daily Mass. 11. Mission presentation at First Year orientation. 12. Contribute to Resident Advisor Training about Mission.	1.600 UDM employees have participated. 2.Seven unit retreats completed. 3.Scheduling Faculty Mission Orientation in August, 2011. 4.Junior Senior Faculty mentoring scheduled/35 participants avg. 5. Development and implementation of Mission Micro Grant program (35 grants funded). 6. Twice/year avg 12 participants. 7. ASB -9 trips annually; 80 participants (60-70	1 Ongoing since 2005. 2. Ongoing since 2005. 3.Ongoing since 2007. 4. Ongoing since 2008 5. Ongoing since 2008 ASB\$ 45,000.00 (fundraising/student fees) \$75.00/student cost

	Action Steps	Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
				students and 8-10 staff). 8. 30 participant cap.	
1-3.b	Provide in-depth mission and identity activities (especially those offered by national Jesuit and Mercy organizations) as a component of senior leadership development	<p>Mission and Identity and Campus Ministry</p> <p>Academic Vice President</p> <p>President's Office Leadership invites</p>	<p>Faculty, staff and/or administrators are supported to attend the following national regional programs:</p> <p>1.Heartland Delta Faculty Conversations</p> <p>2.H-D Magis</p> <p>3.Every 3rd year participate in the 1 Heartland-Delta Conference</p> <p>4.Every 2nd year participate in Conference for Mercy Higher Education (CMHE) Biennial event</p> <p>5.UDM sponsors 1- 2 senior administrators for each cohort of the Ignatian Colleague Program.(ICP)</p> <p>6.Faculty member invited to the Collegium program.</p> <p>7.Administrators attend the Jesuit Leadership Conference</p> <p>8.Ignatian Family Teach</p> <p>9.Ignatian Solidarity Network "Ignatian Leadership Institute" in San Francisco</p>	<p>1./4Participation of UDM personnel e.g. avg UDM delegation – H-Delta Conf. 33; (most recent 5/10) Conf. for Mercy Higher Education (avg 10, most recent 6/10</p> <p>2. Ten have participated</p> <p>5.Ignatian Colleague Program: 4 participants to date</p> <p>6.Collegium ??Number</p> <p>7.Jesuit Leadership Conference total????</p> <p>All HD events (except the silent retreat)</p> <ul style="list-style-type: none"> • Follow up survey of participants; Evaluation mtg by planning team; • Follow up 	<p>Registration, travel, lodging costs - President's Mission & Ministry Next Steps/Budget. Jesuit Leadership: President's Office, ICP President's Office, Collegium funded</p> <p>1500.00 per student</p>

Action Steps	Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
			<p>conversation for all participants.</p> <p>8. Family Teach-(8-10 participants)</p> <p>9. Solidarity (2 students)</p> <p>HD Fac Convocation ongoing since 2000</p> <p>Magis retreat ongoing 2006</p> <p>HD triennial conference ongoing since 1994</p> <p>CMHE biennial conference ongoing since 2006</p> <p>ICP ongoing since 2009</p> <p>Collegium ongoing</p> <p>Jesuit Leadership ongoing since 2000</p> <p>Solidarity - Initiated 2011</p>	

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1-3.c	Continue and develop activities for reflection on mission and identity with Board of Trustees.	Mission and Identity; BOT Mission Effectiveness Committee (MEC)	MEC evaluated after each event. M&I works with the Board's Mission Effectiveness Committee to plan a 30 minute mission exercise at each BOT meeting Longer mission segment at October BOT meeting	Ongoing since 2008	Included within BOT Next Steps/Budget.
1-3.d	Develop opportunities for UDM stakeholders to participate in various forms of the <i>Spiritual Exercises</i> .	Mission and Identity & Catholic Studies	Level of engagement by participants 1. The H-D Magis silent retreat (see 1-3b above) 2. Si Hendry, SJ leads a group of faculty, staff, administrators in the 19th annotation version of the <i>Spiritual Exercises</i> 3. Identify additional sources for participating in the Spiritual Exercises, e.g. online at Creighton	1. Ongoing since 2009. 2. Avg number for 19 th annotation: 12.	
1-3.e	Develop and implement ongoing outcomes-based assessment of mission effectiveness.	Mission and Identity and Campus Ministry	See above		

ENVIRONMENTAL EXCELLENCE

Goal 2. Provide campuses and facilities that foster a vibrant environment.

Goal 2 – Objective 1	Improve University facilities.
Leaders	Vice President for Business and Finance

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
2-1.a	Identify capital improvement projects.	Business and Finance, Facilities Management, and Facility Operations	<p>Approved by the BOT on 3.25.11 The primary projects include:</p> <p>Bond Projects (fully or partially funded by bonds)</p> <ul style="list-style-type: none"> • Chemistry Building • Student Fitness Center Phase I • Residence Hall Renovation • Site Development Phase II • School of Law Phase Renovation <p>Other Capital Campaign Projects</p> <ul style="list-style-type: none"> • SOL Faculty Offices • New McNichols Entrance • Student Center 2nd Floor Renovation • Coffeehaus Renovation • IT Commons Phase II 	<p>Capital plan approved by Finance Committee on 1/20/2011 and Executive Committee on 2/15/2011.</p> <p>May – December 2011 Oct. 2011 – July 2012 July 2011 – Sept. 2012 May – Sept. 2011</p> <p>Nov. 2010 – Oct. 2011</p> <p>May –Aug. 2011 When Funding is Available When Funding is Available</p> <p>When Funding is Available When Funding is Available</p>	<p>\$5,000,000 \$8,000,000 \$1,050,000 \$ 850,000 \$7,000,000</p> <p>\$ 300,000 \$ 500,000 \$1,000,000 \$ 200,000 \$ 275,000</p>
2-1.b	Complete financing plan for University master plan.	Business and Finance, Facilities Management, and University Advancement	Plan was completed and approved at BOT meeting on 3/25/2011, financing to be received June 2011	Sources and uses schedule associated with the capital project plan was accepted by Finance Committee on 1/20/2011 and by Executive Committee on 2/15/2011.	

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
2-1.c	Raise funds to support master plan.	Business and Finance, University Advancement, Facilities Management, Deans of Schools/Colleges	Incorporated into the Capital Campaign	Public launch of Capital Campaign in Fall of 2011	
2-1.d	Implement the University master plan.	Business and Finance, Facilities Management, Facility Operations, and Deans of Schools/Colleges	Initiation of renovation/construction and completion of key projects.	Capital project plan approved by Finance Committee on 1/20/2011 and by Executive Committee on 2/15/2011. See above project timeline	

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
2-1.e	Continue Deferred Maintenance and Capital Projects on the Campuses.	Facilities Management, Facility Operations, and Deans of Schools/Colleges	<p>Annual Assessment (also based on whether annual Next Steps/Budget or fundraising is available.)</p> <p>Criteria for prioritizing deferred maintenance and capital improvements:</p> <p>1- Safety/Security Impact-must be fixed/replaced/purchased or may jeopardize safety/security</p> <p>2- Emergency in Nature-completed or it could result in property damage, continued damage or shut down of operations.</p> <p>3- Energy/Other Savings - will result in a reduction in utility costs/usage or other operational costs.</p> <p>4- Environmental Standards - ability to meet facility standards, regulations and codes.</p> <p>5- Improvement-improve the quality of life at the University and potential to positively impact recruitment/retention & image.</p>	Completed Annually	

SERVICE EXCELLENCE
FISCAL EXCELLENCE

Goal 3. Increase enrollment.

Goal 3 – Objective 1	Improve retention of current students and create experiences to help students identify strongly as members of the University of Detroit Mercy Community.
Leaders	President of the University, Vice President for Academic Affairs and Vice President for Enrollment and Student Affairs

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
3-1.a	<p>Pilot the first-year/new student experience, Phase I.</p> <p>-Redesigned <i>Prologues, Transitions, and Viewpoints (PTV)</i> – the Fall Orientation Program.</p> <p>-The Dean of Students Office and Student Life Office implemented First Year Convocation, Emerging Leaders Program.(ELP)</p> <p>-Revised residential program for new students living in Shiple Hall.</p>	<p>Academic Affairs and Student Affairs</p> <p>Dean of Students</p> <p>Associate Dean of Students</p>	<p>-Student evaluation of PTV and FYE Convocation.</p>	<p>Implemented Fall, 2009.</p> <p>-Successful implementation of redesigned PTV, Convocation and ELP</p> <p>- Retention rate data for 2009 entering class 80.8%</p>	<p>Operating orientation and Dean of Students Next Steps/Budget. FY Convocation (\$14,600) Common Read (\$10,800)</p>

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
3-1.b	<p>Implement first-year/new student experience, Phase II.</p> <p>1.The implementation of an Open House/Convocation experience for first year students within each College/School.</p> <p>2.The implementation of the FYE Student Coordinator in each school.</p> <p>3.The Dean of Students Office will develop a monthly series of topics related to transition issues affecting first year students.</p> <p>-.</p>	Student Affairs Dean of Students Associate Dean of Students	<p>College of Liberal Arts and Education- fall/winter Business Architecture Engineering and Science CHP</p> <p>Identification/hiring of FYE Coordinator in each college/school? Coordinator develops and maintains a Facebook page and initiates regular communication and contact with first year students.</p> <p>FYE Student Progress Report documents the FYE Coordinator's activities/contact with the college and students.</p>	<p>Implemented Fall, 2010.</p> <p>CHP did not implement.</p>	<p>Orientation and Dean of Students operating Next Steps/Budget.</p> <p>Hired from Orientation Leader pool of work study students.</p> <p>Provided box lunches for CLAE fall/winter term (\$3347)</p>
3-1.c	Implement a commuter council.	Student Affairs	Weekly meetings. Bi-weekly meetings with Dorothy Stewart.	Implemented in Fall 2010.	SENSOG -Student Organization Grant taken from the Student Life operational Next Steps/Budget (\$15,000)
3-	Pilot the Emerging Leaders P	Academic Affairs,		Implemented in	ILS, Academic Affairs,

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1.d	(ELP)rogram for all students.	Student Affairs and ILS: Dean of Students, Associate Dean of Students, Associate Professor-Psychology	a.Five First year students. ILS verification forms of their experience and service.	<p>Winter, 2010</p> <p>ELP is an ongoing opportunity. As part of Orientation, ELP was revised to include the entire undergraduate student population. An exception was made for one graduate student.</p> <p>Kathleen Zimmerman-Oster and Don DiPaolo conducted two workshops on leadership during winter, 2010 for first class of Emerging Leaders (5 FY students).</p> <p>Workshops were conducted during Fall 2010 and Winter 2011.</p> <p>Speaker: Dan Mulhern in January, 2011.</p> <p>Very positive,</p>	<p>Student Life, and Dean of Student Next Steps/Budget.</p> <p>ILS, Academic Affairs, Student Life, and Dean of Student Next Steps/Budget. (\$2,000)</p>

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
				<p>students were awarded certificates at the Student Leadership Reception.</p> <p>70 students attended the afternoon session. Workshop was not evaluated.</p> <p>Interviews conducted for the leadership medallion and pin.</p>	
3-1.e	Measure the effectiveness of service-learning experiences for all students.	Academic Affairs and Student Affairs. Director-Service Learning	Seventeen self assessment questions that are included in a pre and post evaluation completed by students.	Initiated in 2003 to present	Assessment tool may be revised in the future.

	Action Steps	Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
3-1.f	Institute a comprehensive student retention program.	<p>Academic Affairs, Student Affairs, Registrar Undergraduate Coordinators,</p> <p>Director University Academic Svcs, VP of Academic Affairs</p> <p>Director University Academic Svcs, VP of Academic Affairs</p>	<p>Based on University data, input from key personnel, assess current environment, identify key strategies and implement aspects of Retention Strategic Plan</p> <p>Support UAS; recruit and hire an ADA Coordinator/additional staff</p> <p>Based on best practices create a student advising model that includes an advising center that supports faculty advising model</p> <p>Submit FIPSE grant</p> <p>Submit SIP grant</p>	<p>2008-2011</p> <p>TBA</p> <p>2012</p> <p>Summer 2010, not funded</p>	

**ACADEMIC EXCELLENCE
FISCAL EXCELLENCE**

Goal 3. Increase enrollment.

Goal 3 - Objective 2	Identify, assess, and deliver redesigned and/or new programs.
Leaders	Executive Vice President and Vice President for Academic Affairs

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
3-2.a	Streamline processes and information requirements for review of programs.	VP of Academic Affairs and MFA, MFA and Program Review Committee	Review and revision of review process.	Fall 2012	
3-2.b	Revise New Program Proposal process	MFA	Revised and updated.	Pending MFA approval Winter 2011	
3-2.c	Institute comprehensive student recruitment program for McNichols Campus programs.	Admissions- VP- Enrollment Mgmt & Stud Aff		Undergraduate enrollment: 2007 – 1938 2008-2059 2009-2256 2010-2268 2011-2217 Graduate (excludes SOD/SOL): 2007-517 2008-594 2009-572 2010-572 2011-534	
3-2.d	Improve the processes for providing resources to ensure the success of programs.	Deans and VPs	School/college Next Steps/Budget allocation for new program development.		

3-2.e	Launch new and deliver redesigned programs.	Academic Administration , MFA, Deans and Faculty	Creation and approval of new programs, certificates, and minors.	Since April 2006 New Programs (8);certificates (4); and minors (18)	Ongoing
3-2.f	Review and eliminate unsuccessful programs.	Academic Administration and Faculty MFA Program Review Process	Recommendations for elimination of programs.	One recommendation as of 2011.	Ongoing

Goal 3. Increase enrollment.

Goal 3 - Objective 3	Identify, assess, and deliver redesigned and/or new online programs.
Leaders	Vice President for Academic Affairs

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
3-3.a	Assess the current status of UDM online programs; identify barriers, potential programs, needed resources and policy and Next Steps/Budgetary implications.	Dean McNichols Library, Director and Instruct Design, Academic Affairs	Completion of Distance Education Study and Proposal Decisions on Implementation	January 2010 November 2010	
3-3.b	Create intellectual property rights contract and implement with faculty delivering online courses.	Academic Affairs, Senior Attorney & Uni Secty, Deans	Document created and distributed	October 2010 (Appendix B, UDMPU 2008-2013 contract)	No cost implications
3-3.c	Develop market-driven online programs.	IDS Designers Academic Affairs Colleges/Schools	CIS Intelligence Analysis MATM AEV	Fall 2011 Fall 2011 Fall 2011 Fall 2011	

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
3-3.d	Launch market-driven online programs.	IDS Designers Academic Affairs Colleges/Schools	Launch 2 courses per term until online degree completed CIS Intelligence Analysis MATM AEV	Fall 2011 Fall 2011 Fall 2011 Fall 2011	
3-3.e	Monitor and adjust UDM technology infrastructure to meet the needs of online/hybrid education.	Associate VP ITS Shared Governance IT Team	ITS Develops 3-yr infrastructure plan for future online programming Upgrade to Blackboard Enterprise	Summer 2011 Fall 2010	Outline of necessary technology infrastructure changes, including associated costs, presented by Associate VP ITS as part of on-line report by Dean Auer.
3-3.f	Ensure UDM has professional staff to support online/hybrid educational programming.	Academic Affairs Director and Instruct Design, Dean McNichols Library, Colleges/Schools	Additional instructional designer position approved and Person hired. Release time and/or financial support for development of courses determined.	Jan-March 2011 Jan 2011	\$45,000 + fringe benefits

FISCAL EXCELLENCE

Goal 4. Increase financial resources.

Goal 4 – Objective 1	Launch and support comprehensive fundraising campaign of \$130 million.
Leaders	Executive Vice President and Vice President of University Advancement

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
4-1.a	Prepare plan for campaign.	Development, Annual Giving & Alumni Affairs	Plan approved by co-chairs	Approved 3/28/2011.	
4-1.b	Launch public phase of campaign.	Development, Annual Giving & Alumni Affairs	50% of goal reached by 7/1/2011.		TBD

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
4-2.b	Increase grants/contracts activities of faculty.	Academic Affairs, Office of Sponsored Projects and Research Administration	# of proposals submitted by faculty increases by 20% in 2012 and 10% in 2013. Establish summer stipend program for faculty in first five years of appointment, Summer 2011		\$2,500 for COS database tool \$340 for professional memberships for OSPRA to learn new strategies to build research activity \$4,260 for one summer stipend
4-2.c	Increase the number of successfully funded grants/contracts.	Academic Affairs, Office of Sponsored Projects and Research Administration	# of proposals funded increases by 10% in 2012 and 5% in 2013.	July 1, 2012 July 1, 2013	
4-2.d	Collaborate with others to increase grant/contract acquisition.	Academic Affairs, Office of Sponsored Projects and Research Administration	Collaborate with WSU on external events such as Write Winning Grants and NEH Visit (2 events per year) Establish Collaborative Hypothesis-Driven research grants with the School of Dentistry	Ongoing July 1, 2011	\$1,000 for 20 UDM faculty to attend WWG at WSU \$10,000 (funded by Dental school)

SERVICE EXCELLENCE

Goal 5. Promote organizational excellence and continuous improvement.

Goal 5 – Objective 1	Improve University efficiency and effectiveness.
Leaders	Vice President for Academic Affairs, Vice President for Business and Finance, and Executive Vice President

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
5-1.a	Ensure effective functioning of Titan Connect.	Academic Affairs, Business and Finance, Admissions and Student Affairs	<ol style="list-style-type: none"> 1. Purchase of the Titan Connect System 2. Set up of Banners' Student, Finance, Human Resources and Financial Aid modules 3. Integrated portal for delivery of custom content created 4. Banner 8 implementation 	<ol style="list-style-type: none"> 1. March 2007 2. Student Admissions- Nov. 2008; Registration, Mar 2009; Finance Nov. 2007; HR, Aug 2008; Financial Aid, 2009 3. Feb. 2009 4. Jan 2011 <p>System is consistently monitored and enhanced.</p>	

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
5-1.b	Ensure effective use of space and inventory.	Facilities Operations and Registrar	McNichols Campus Utilization and Space Needs Study	McNichols Campus Utilization and Space Needs Study Completed in 2009. In Oct. of 2009 the University approved and published a Space Management Policy.	
5-1.c	Implement common electronic UDM calendar and space reservation system.	Registrar, Academic Affairs, Business and Finance	University wide calendaring solution implemented Addition of a calendar portlet that displays to all users logging into the TitanConnect portal upcoming events across all UDM calendars	September 2009 March 2011	
5-1.d	Redesign scheduling system to make effective use of current space.	UDM Scheduling Departments per the Use of Facilities Scheduling Policy	Approved and published the Use of Facilities Scheduling Policy ITS is currently designing an online scheduling system.	September 2009	
5-1.e	Implement efficient use of human/faculty resources using the Performance Communication System.	Human Resources, Academic Affairs			

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
5-1.f	Identify and implement best practices to gain efficiency and effectiveness in administrative, service, and shared governance structures.	Academic Affairs, Business and Finance, Admissions and Student Affairs			
5-1.g	Assess outcomes of shared governance system.	Shared Governance Task Force	Distribution of report May 2011		
5-1.h	Improve data collection to assist in decision making.	Academic Affairs, Business and Finance, Admissions and Student Affairs, Institutional Research			
5-1.j	Improve data management.	Academic Affairs, Business and Finance, Admissions and Student Affairs			

PEOPLE EXCELLENCE

Goal 6. Foster the personal and professional growth of all university community members.

Goal 6 – Objective 1	Foster personal, professional growth, and leadership development.
Leaders	Vice President for Academic Affairs, Vice President for Business and Finance, and Executive Vice President

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
6-1.a	Strengthen the ongoing Professional Development Planning process, including staff Annual Performance Review and Faculty Annual Report.	Academic Affairs, Business and Finance, Admissions, HR and Student Affairs and Deans			
6-1.b	Include annual reflection and review of personal development for all employees.	Academic Affairs, Business and Finance, Admissions, HR and Student Affairs			

	Action Steps	Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
6-1.c	Find ways to publicize the accomplishments of individuals in the University community.	Marketing & Public Affairs, HR	<p>-Regularly highlight faculty/staff research, presentations and publications in UDM communications: Campus Connection, Spiritus, web site, press releases, alumni newsletters.</p> <p>Recognize faculty/ staff accomplishments at President's convocation, Employee Recognition event, Faculty Excellence dinner, faculty research and publications events with follow-up promotion in UDM communications and photo galleries on web site.</p> <p>-School/College web pages</p> <p>-Research Matters by OSRPA (quarterly publication)</p>		
6-1.d	Design and implement a center for teaching, learning, and assessment excellence.	Academic Affairs, Development	Creation of Center of Excellence, 2013.		

Action Steps		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
6-1.e	Provide forums for supervisors to recognize and respond to personal growth issues that affect the workplace.	Human Resources			
6-1.f	Develop a “new leader” development program for faculty, staff, and administrators.	Academic Affairs Human Resources		Deans/Associate Deans Leadership Seminar Winter 2010	