



Ronald F. Mason, Jr.
President

President's Report

November 22, 2016

I am very pleased to report on the progress to date at the University of the District of Columbia during the first year of this administration. During this first year, we prioritized ten items, and as you will see in the **President's First Year Report** (copy online), most were achieved, some beyond our expectations. **Most significantly we received reaffirmation from Middle States Commission on Higher Education meeting the highest accreditation standard.** Of those that were not completed, we paved the way for continued success in those areas:

Our priorities focused on the following (✓ + Excelled: ✓ Accomplished: ✓ - More to be done):

- ✓ + Middle States Accreditation
- ✓ + Title IV Audit
- ✓ - Union Contracts
- ✓ System Wide Office of Student Success
- X Assess and Coordinate Academic Programs
- ✓ - System Wide Office of Shared Services
- ✓ Three Year Financial Plan
- ✓ Policies and Procedures
- ✓ Business Processes
- ✓ Office of External Affairs

While we've made progress, we will now begin to lay the foundation for an advanced public system of higher learning. We will now embrace a new range of challenges in ways that promise not only to expand knowledge and find new solutions, but also to improve the quality of programs and services for our students, faculty, staff and community stakeholders. We will re-vision Vision 2020 to Vision 2021, and in doing so, begin to create a model of public higher education for the nation.

I have attached the FY 17 Goals and Benchmarks to be done through the following Work Groups.

Advanced Academy – Rachel Petty/R Mason
Advanced Teaching and Learning – Carl Moore
Educational Pathways – Tony Summers
Student Success – William Latham
Teaching/Learning Support – Troy Stovall

We look forward to a productive year.

Ronald Mason, Jr.

Advanced Academy

FY 2017 Goals

GOAL	Milestones	Target Dates
Develop, approve and publish a revised Handbook for David A. Clarke School of Law Faculty.	Review handbooks of several comparable and aspirational law schools for List of Topics and Best Practices	Nov – Dec 2016
	Faculty Committee develops outline of topics and submits for CAO review	Jan 2017
	Draft completed and reviewed by faculty and administration	April 2017
	Final draft adopted and published	Summer 2017

GOAL	Milestones	Target Dates
Develop, approve and publish a Handbook for Adjunct Faculty.	Review handbooks currently in use at the University (SBPA, CAS, UDC Branch Campus) and adjunct handbooks from other HBCUs and local institutions with SEIU unions for Chart of Topics Included, Best Practices.	Nov 2016 – Jan 2017
	Develop in consultation with GC and SEIU Committee a list of topics for inclusion	Feb 2017
	CAO, Staff and consultant develop drafts of each section, committee reviews/comments	Mar – May 2017
	Handbook revised, edited and approved for final digital and print copies of Adjunct Handbook, including posting to Website for use.	June 2017

GOAL	Milestones	Target Dates
Develop and approve Faculty Handbook for all University and Branch Campus Faculty.	Research and develop lists of topics that must be included in the Handbook—relevant factors to consider: PERB rulings on non-negotiable issues, whether distinctions among University, Branch Campus, Land Grant and Learning Resource Division Faculty require different handbooks or separate sections within a common handbook	Feb 2017

Advanced Academy

FY 2017 Goals

	Review Faculty Handbooks of comparable, unionized, land grant universities	Feb – Mar 2017
	Finalize list of topics for inclusion in Faculty Handbook(s) and Table of Contents	April 2017
	Draft sections in sequence and submit to Handbook Committee for review and comment	Apr – May 2017
	Final draft reviewed, and final digital and print copies of Faculty Handbook published	Summer 2017

GOAL	Milestones	Target Dates
Adopt most appropriate model, job description and compensation model for division/department chairs.	Survey literature to determine existing models for mid-level academic leadership to produce white paper	Jan 2017
	Use surveys and focused interviews to assess constituents' opinions regarding best model for UDC and produce summary of findings	Feb – Mar 2017
	Choose model and develop a fiscal analysis to determine cost of implementing top two model choices	April 2017
	Proposal presented to the Administration and, if required, Academic Affairs Committee of the Board of Trustees	TBD – Spring 2017
	Have General Counsel determine if New DCMR policy necessary	Jan 2017

GOAL	Milestones	Target Dates
Develop and pilot performance evaluation systems/procedures for all academic leaders (Deans, Department/Division Chairs)	Review, finalize and approve interim Evaluation Guidelines for AY2016-17 and distribute to deans/chairs	Dec 2017
	Workgroup of deans and chairs review performance models, including 360-model proposed for use by deans, and present	Feb 2017

Advanced Academy

FY 2017 Goals

	recommendations	
	Workgroup's draft Performance & Evaluation completed and sent to CAO, HR and GC for review	Mar – April 2017
	CAO and Cabinet arrange for required approvals	May 2017
	New Deans and Chairs Performance Evaluation Procedures system implemented for AY 2017-2018	August 2017

Advanced Teaching and Learning

FY 2017 Goals

GOAL	Milestones	Target Dates
Validate Strategic Plan for Advanced Teaching and Learning (SPATL)	Share initial draft of SPATL to select members of the UDC Community	November 2016 – December 2016
	Formalize SPATL work group	December 2016
	Strategic planning retreat with SPATL committee	January 2017
	Create sub-workgroup for SPATL goals.	January 2017

GOAL	Milestones	Target Dates
Conduct research for SPATL	Conduct interviews with students, faculty, and staff and develop surveys for campus	February 2017
	Deployment of campus surveys	March 2017
	Conduct SPATL work group charrettes with Advanced Academy, Completion, Student Success and Teaching and Learning Support work groups	February 2017 – March 2017
	Meeting with Consultants	March 2017
	Establish sub-workgroup for goal 7 (assessment of SPATL)	March 2017

Advanced Teaching and Learning

FY 2017 Goals

GOAL	Milestones	Target Dates
Refine SPATL and set in place process for assessment	Analyze data from surveys, work group, and other research	April 2017
	Strategic planning retreat SPATL committee	April 2017
	Sub-workgroup finalizes plan to generate data, identify adjustments, and track/celebrate process towards SPATL goals	May 2017

GOAL	Milestones	Target Dates
Establish unit to provide institutional support for the advancement of teaching and learning and SPATL	Announce to the UDC community the immediate conversion of RAIL to the Center for Learning Advancement and Digital Education (CLADE)	January 2017
	Recruit and hire admin staff and faculty fellows CLADE	March – July 2017
	Officially launch CLADE to UDC and external community	August 2017
	Present final SPATL draft to Board of Trustees	September 2017

Educational Pathways

FY 2017 Goals

GOAL	Milestones	Target Dates
Develop and implement a seamless curriculum pathways process in response to the needs interest of students.	Development of project Steering Team	11.08.2016
	Development Disciple Work Groups (Business, Engineering/Computer Science and General Studies)	01.18.2017
	Academic program assessment and curriculum alignment meetings by school begin	01.25.2017
	Curriculum alignment work complete for two programs in Business and Computer Science	04.10.2017
	Program curriculum adjustments and new programs submitted to Faculty Senate	04.28.2017

GOAL	Milestones	Target Dates
Create meaningful entry and transition pathways for students.	Assess and develop Associate in Science/Arts programs to ease student transition to the University	03.01.2017
	Assessment and completion of pathways for each new program	11.15.2017
	Participate in New Skills for Youth Grant activities with WIC, OSSE, D.C. and Charter School for the development of pathways for youth ages 16-24 to postsecondary education.	Grant awardees announcement December 2016
	Development of a pathway from Workforce Development (non-credit) courses to Associate Degree Programs. Finalist for Capitol One Foundation Grant	Grant awardees announcement December 2016
	Work with OSSE and Complete College America to explore opportunities for student access, entry, persistence and completion of postsecondary educational certificates and degrees (fifteen to finish,	01.17.2017

Educational Pathways

FY 2017 Goals

	educational pathways and, co-requisite courses)	
	Appoint committees to review the use of D.C. PS College Ready Assessment examine PARRC to determine the UDC-CC can use it as an instrument for college placement	11.21.2016
	Review Accuplacer Assessment Placement scores for possible adjustment. Explore the Accuplacer Diagnostic test for use in place of the current version of the test.	12.01.2016

GOAL	Milestones	Target Dates
Strengthen ties between District of Columbia public and charter high schools and the University of the District of Columbia system of higher learning.	Facilitate development of the dual enrollment strategic plan with DCPS, OSSE and D.C. Charter Schools	12.15.2016
	Develop a pilot dual enrollment CTE program between adult charter schools and Workforce Development	02.15.2017
	Proactively engage with the Office of the State Superintendent of Education (OSSE) regarding the assessment of dual enrollment funding	05.30.2017
	Partner with OSSE in the assessment of the Partnership for Assessment of Readiness for College and Careers (PARCC) exam and determine its use as a placement instrument of the Community College	11.15.2016

Educational Pathways

FY 2017 Goals

GOAL	Milestones	Target Dates
Create a process for strategic academic program selection and location collaborations between the community college and university.	Environmental scanning of five institutions of higher education for a review of best practices	01.30.2017
	Focus group of Deans, Division Charis/Directors.	02/28/2017
	Appoint a committee for review and recommendations	03.15.2017
	Recommendations for process submitted to cabinet for review and approval	10.15.2017
GOAL	Milestones	Target Dates
Sponsor, facilitate and support curriculum pathways in professional development	Development and approval of pathways consultant contract for convening of first alignment training session	12.20.2016
	First alignment session held for Deans, Divisional Directors/chairs and faculty	1.19.2017
	Spring and Summer contract completed with consultant	1.25.2017

Budget

Consultant Visits (5@\$2,500 each visit) = \$12,500.00

Student Success

FY 2017 Goals

Goals	Milestones	Target Dates
Create Dashboard for Student Success Plan	<ul style="list-style-type: none"> • Share Draft of SDS Plan • Interview key stakeholders • Review current data points • Develop benchmarks & performance targets • Revise benchmarks/targets • Clarify transition pathways for students CC to flagship 	11/30/16 1/31/17 2/15/17 3/15/17 5/15/17
Implementation Processes of EAB, N2N Platforms	<ul style="list-style-type: none"> • Technical Teams Data Migration • Develop Communication & Training Plan for Faculty & Staff; Identify Success Markers/Access levels • Launch Platforms/Go Live 	11/30/16 3/15/17 8/31/17
Develop Division Level Student Learning Outcomes	<ul style="list-style-type: none"> • Articulate measurable & assessable student learning outcomes & assessment plans • Map SLOs through SDS, Gen. Education and University SLOs 	3/31/17 4/30/17
Develop Unit Level Student Learning Outcomes	<ul style="list-style-type: none"> • All SDS units create SLOs, map their outcomes, establish measures, and develop assessment plans 	2/28/17

Goal	Milestones	Target Dates
TK20 Deployment	<ul style="list-style-type: none"> • Configure the SDS TK20 portal for all SDS TK20 users • Train all SDS unit leaders in TK20 processes • Deploy Strategic Planning Committee • Facility Strategic Planning Retreat 	<p>3/31/17</p> <p>4/1/17</p> <p>4/15/17</p> <p>4/30/17</p>
SDS Strategic Plan	<ul style="list-style-type: none"> • Collaborate on the SDS strategic planning draft • Gather feedback on SDS draft strategic plan • Consult stakeholders regarding SDS Strategic Plan 	<p>5/1/17</p> <p>5/31/17</p> <p>6/15/17</p>

Teaching and Learning Support

FY 2017 Goals

Goal	Milestones	Target Dates
Data Informed Assessment: Use of data to inform how we make decisions and drive the continuous loop of assessing and planning our academic and administrative work	Fall 2016 student Data Clean-up of all biographical information.	12/31/16
	Implement biographical student data standards and procedures for maintaining student data integrity.	1/21/17
	Develop strategy for addressing data integrity issues for student data pre-Fall 2016.	3/15/16
	1st cut at cost allocation model	11/30/16
	1 st Iteration of updated Financial model based off of V2021 Workgroups	4/1/17

Goal	Milestones	Target Dates
Frictionless University Processes: Processes will be designed to reduce the need for manual intervention; ensuring that operations are in accordance with precise policies, responsive technologies and transparent and accurate Standard Operation Procedures	Develop project schedules for critical business processes for reengineering or improvement.	1/15/17
	Create Process Maps for following processes for Reengineering or improvement: HR- payroll, onboarding Procurement- P-card Banner -Student Life Cycle Banner- Financial Management	3/1/17
	Document and implement improved business process for: HR- payroll, onboarding Procurement- P-card Banner -Student Life Cycle Banner- Financial Management	9/30/17
	Reengineer University Chart of Accounts	2/1/17
	Banner People-soft Integration	9/30/17
	Create transparency in budget management through the development of financial dashboards	5/1/17
	50% of University archived records accessible via web-based ECM	9/30/17

Teaching and Learning Support
 FY17 Goals

Goal	Milestones	Target Dates
Efficient Space: Not just about our physical facilities but processes that integrate needs with space demand planning and use to create maximum efficiency of space utilization combined with the talent, resources, and technology to maintain that space in a “frictionless” manner.	"Unclutter" UDC: Implement a Successful Space Cleaning Program	9/30/17
	1st phase of MEP: Successfully implement the first phase of the infrastructure improvement program.	9/30/17

Goal	Milestones	Target Dates
Holistic Talent Management: Ensuring from pre-hire to exit all elements of hiring, paying, prompting, developing, coaching and releasing our most important resource our done with the greatest level of effectiveness and efficiency underpinning our goal of being a "Preferred Employer."	Build Master Patrol Officer (MPO) Program to support professional employee growth.	1/31/17
	Optimize payroll processes for five employee groups (faculty, staff, adjuncts, sponsored programs, and students).	1/31/17
	Implement a fair and accurate performance appraisal system. Increase retention of high quality staff.	5/1/17
	Staff development: Maximize use of local APPA training opportunities for staff.	9/30/17

Teaching and Learning Support
 FY17 Goals

Goal	Milestones	Target Dates
Responsive Service Excellence: Moving beyond “customer service” to be responsive – Every engagement should be about responding in an EXCELLENT manner.	Develop and Implement “Operational” Service Satisfaction Survey	6/1/17
	Increase Service Delivery of Copy Center (12hr days 8am-8pm)	9/30/17
	Pilot UDC Campus Shuttle Services	3/31/2017
	“JIT” Supplies: UDC Supply Store Pilot	1/30/17
	Develop a comprehensive strategy to improve Auxiliary Services	9/30/17
	Improve Customer Service Response Times for Tract It! Tickets	3/31/17
	Develop and Implementation of UDC “Operations” webpage to include OCFO	2/15/17
	HR will improve its customer service in all areas including service delivery and communication by clarifying its policies and practices	9/30/17