

**DOMINICAN UNIVERSITY OF CALIFORNIA
PRIMARY STRATEGIC OBJECTIVES
2001-2003**

- 1. Ensure campus-wide understanding of DUC's mission.**
 - 1) Continue the activities of the Presidential Task Force on Mission.
 - 2) Develop a communications plan to inform the campus community about the progress made toward this objective.
 - 3) Integrate a mission component **in the orientation programs** for new faculty, staff, students and trustees.
 - 4) Prominently display visual **images** of the mission on campus.

- 2. Develop and implement an internationally focused strategy in support of internationalizing the University.**
 - 1) Refine the definition of Dominican University of California as an international University.
 - 2) Develop a comprehensive international student recruitment plan.
 - 3) Identify opportunities for collaboration with select universities/organizations overseas.
 - 4) Develop, promote and support student-centered international experiences including international internships, study abroad and multinational educational experiences.
 - 5) Continue to develop on-campus and off-campus structures in support of international students, both at Dominican University and students overseas.
 - 6) Explore opportunities for international faculty exchanges.
 - 7) Identify and recruit trustees and advisory board members with significant international experience, both US and non-US nationals.

- 3. Continue to develop and implement diversity strategies in support of our institutional transformation.**
 - 1) Develop systems to recruit and retain an ethnically diverse community of students, faculty, staff, and trustees.
 - 2) Create co-curricular programming which will support diversity at DUC.
 - 3) Create a Council on Diversity.
 - 4) Implement initiatives of Irvine Grant.
 - 5) **Seek continued funding to support University diversity efforts.**

4. Increase capital, unrestricted, and underwriting fundraising efforts in support of the University's operating budget and comprehensive capital campaign.

- 1) **Implement** phase two of the comprehensive capital campaign with a focus on the Science Center (raise \$4 million in new dollars for the Science and Technology Center).
- 2) Recommend a program, an architect, and the site for the new Chapel.
- 3) Reach and exceed the Annual Fund goal.
- 4) Raise more than one million dollars in foundation grants.
- 5) Develop a Parents relation Program and increase giving to the Parents' Fund.

5. Consistently operate the University with a balanced budget.

- 1) Increase enrollment in all segments of the student body.
- 2) Continue to reduce discount rate on financial aid.
- 3) Assess effectiveness staff size and restructure where appropriate.
- 4) Review all current expenditures in order to ensure that priority funding is given to the institution's priority strategic objectives.
- 5) Build reserves for renewal and replacement of campus facilities and equipment.
- 6) **Identify functions managed by Schools and administrative offices that should be centralized at the University level to reduce duplication of efforts and resources.**

6. Increase overall University enrollment.

- 1) Refine admissions' strategies to improve enrollment in current day programs.
- 2) Improve relationships with feeder community colleges including revisions of articulation agreements, development of 2+2 programs in high interest transfer majors, development of liaison position for first generation students, and increased involvement on these campuses by faculty, advisors and admissions professionals through events and individual contacts.
- 3) Increase the post-graduate enrollment in all programs with an emphasis on regaining enrollment in current San Rafael credential programs, increasing credential enrollment in Solano and Ukiah.
- 4) Charge the VP EM with the responsibility of establishing, with the cooperation of the VP AA and the Deans, enrollment targets for every major **and program.**

- 5) Develop and implement an international recruitment and retention plan and formulate the International Recruitment & Retention Advisory Group (IRRAG).
 - 6) Continue to invest in the website so that it can be a key recruitment tool for all programs. **Work with the Web Committee and the IT Committee on developing forms and navigational students that streamlines admission for students accessing the web.**
 - 7) Develop a comprehensive integrated marketing communications plan to meet the market demands for traditional students and adult learners and generate net revenues for the University.
 - 8) Create a comprehensive and sustainable program that integrates alumni into the student recruitment process.
- 7. Continue to develop and implement student retention and support strategies.**
- 1) Organize a Retention Committee to examine persistence issues and write a University-wide Retention Plan.
 - 2) Develop and promote programs for undeclared students as a recruitment and retention activity.
 - 3) Conduct University-wide focus groups to determine current students' needs, interest and reasons for choosing Dominican.
 - 4) Expand services offered by the Academic Advising and Support Center to improve degree completion advising.
 - 5) Re-engineer the Campus Service center into a proactive and vibrant Student Life Center.
- 8. Conduct ongoing assessment of all academic programs as a function of ongoing quality improvement efforts and as a component to fulfill WASC's core commitment to Educational Effectiveness.**
- 1) Complete the design of the University's **Program Assessment and Program Review** criteria and processes **and begin implementation in 2001-02.**
 - 2) **Ensure** that all **Dominican** courses and academic programs have demonstrable student learning outcomes with associated assessment **components that are on file with the VPAA Office.**
 - 3) Continue to align curriculum, faculty and other resources toward achieving this objective.
 - 4) Invest in, or withdraw from, programs as necessary to focus resource allocations.
 - 5) Define "program quality" through the program review criteria.

- 9. Create new revenue streams for the University through the development of new academic programs both on and off campus.**
 - 1) Initiate new SAP projects according to the SAP priorities for 2001-2003.
 - 2) Expand Pathways' formats and programs to attract more adult learners.
 - 3) Develop a plan in 2001-02 that includes partnering with a virtual University contractor in combination with Blackboard to launch several online academic courses and an online academic certificate program.
 - 4) Conduct **focus group marketing research on branding/imaging the University.**
 - 5) Develop University-wide contract education programs and expand continuing education programs, both on and off campus.
 - 6) **Stay current on new "in-demand" programs that are compatible with our mission and that meet the needs of the Bay Area and northern California.**

- 10. Continue to increase full-time faculty presence at the University.**
 - 1) Define and publicize a plan and a process for increasing the number of full-time faculty.
 - 2) Improve the FT:PT faculty ratio by hiring more FT faculty and by continuing to reduce the number of under-enrolled courses.
 - 3) Have more FT faculty teach in the general education program.
 - 4) Complete the official job description for the 12-month faculty position.
 - 5) Develop a faculty mentoring program for new and recent FT faculty.
 - 6) Explore on-campus housing opportunities for new faculty and staff, including the construction of housing for rent, low interest loans, and down payments.

- 11. Continue to increase library resources to make steady and significant progress toward transforming Alemany Library from a college to a University learning and instructional resource.**
 - 1) Continue the book development expansion project to increase and improve the book and periodical collection to match the University's curricula and in compliance with WASC's recommendations.
 - 2) Continue to convert the card catalog to the online catalog.

- 3) Reform the Library Liaison Project which matches each school with a special librarian to facilitate the use of the library collection and services in the delivery of the University's curricula.
- 4) Complete the curriculum and resource planning for the new "Information Literacy" and "Computer Competency" requirements of the new general education program.
- 5) Hire a new Dean of the Library ASAP.

12. Create an exemplary undergraduate student life program.

- 1) Develop a leadership program that is a collaboration of Academic Affairs and Student Development that will serve the needs of undergraduate students, including a component specific to officers of the Associated Students of Dominican University of California.
- 2) Develop a professional development program that will support students' service-learning, internships, career development and placement needs.
- 3) Develop living and learning communities that provide social support to undergraduate students.
- 4) Create a cultural immersion program that will integrate international students into the cultural life of the University community and the Bay Area.
- 5) Continue the expansion of athletics, recreational, and health programming.
- 6) Create a "Student Union" facility to service on and off-campus students.

13. Develop an Enrollment Management revenue system that helps to grow and yield enrollment for all programs.

- 1) Continue to reduce the percentage of financial aid to the overall budget for fall 2002 and fall 2003.
- 2) Monitor the impact of financial aid on both enrollment and institutional costs.
- 3) Increase funded scholarships.
- 4) Target financial aid funds to specific enrollment goals.
- 5) Utilize the Noel-Levitz Enrollment Management Revenue System to flatten or lower the overall discount rate, increase enrollment, and increase overall net revenue.
- 6) Create a transfer scholarship model and a College of Marin diversity scholarship.

14. Develop and implement strategies for making DUC an institution that is known internally and externally as a great place to work.

- 1) Create and maintain a University-wide culture based upon respect and courtesy that supports candor, civility, confidence and optimism as we work together in an energetic mutually supportive community.
- 2) Review and revise the University's governance structure in order to improve communication systems and processes among staff, faculty and management.
- 3) Conduct a review of the organization and effectiveness of the senior management structure.
- 4) Create **and implement** the next-generation full-time faculty salary plan that includes consideration for DUC's ability to attract and retain faculty in professional disciplines.
- 5) **Complete a compensation plan that would enhance faculty and staff salary and benefits.**
- 6) **Implement year 2 of the adjunct salary increase and write a multi-year salary plan that continues to increase adjunct faculty and staff salaries in order to be competitive in the Bay Area market.**
- 7) Provide training and professional development opportunities for staff, faculty and management.
- 8) **Improve office space environments for adjunct faculty to provide a professional place to meet with students and prepare for classes.**

15. Continue to expand the efficiency and effectiveness of administrative operations:

- 1) Continuously review each department's staffing and workload.
- 2) Provide appropriate staff development and training.
- 3) Expand and improve central administrative computing.
- 4) Establish an automated/web access Campus Master Calendar that facilitates self-service for scheduling activities and space utilization.
- 5) Ensure that accountability is integrated into administrative systems, especially at the Management Team level.

16. Continue planning for the new Science Center.

- 1) Complete design of the Science Center.
- 2) Develop a space utilization plan to match the natural science and health science curricula.

- 3) Continue to develop cooperative understanding with Dominican neighborhood organizations, and the San Rafael planning staff.

17. Develop and Implement a University-wide Technology Plan that integrates technology to support administrative and academic endeavors.

- 1) Assess technology needs for each Vice President's area of responsibility and develop a prioritized plan to meet these needs over the next two-year period.
- 2) Develop an Academic Technology Plan that provides appropriate staffing and operational resources that support the incorporation of technology across the University's curricula and the addition of online degree programs to the University's program offerings.
- 3) Develop a training program to meet the needs of students, staff faculty, and administration, including regular software training for faculty and staff.
- 4) Ensure that the completed Collaborative Learning Center will include video-teleconferencing services, training and appropriate staff support.
- 5) Create a Web Development Plan for the next two years that prioritizes the development of the DUC website for both marketing, as well as the intranet pages that support administrative functions.
- 6) Streamline administrative systems for budget management in CDD/IFAS and Registrar functions by completing DUCLink that allows students access to their file via the Web.

18. Perform a critical review of deferred maintenance items and assign a priority to those needs that have a direct impact on enrollment.

- 1) Establish a Facilities Master Planning Committee and communicate priorities with campus community.
- 2) Update deferred maintenance plan and include updated cost factors.
- 3) Plan and implement renovations of student housing and communal areas based on focus group input.
- 4) Develop and implement a scheduled replacement plan that upgrades all classrooms to assure professional learning and teaching environments.
- 5) Conduct a classroom audit to optimize the utilization of the University's classroom inventory.
- 6) Monitor status of computer labs to assure that they are properly equipped and supported.

19. Increase visibility and enhance the image of the University, thus increasing potential for recruitment and fundraising.

- 1) Create a new visual identity for the University.
- 2) Completely redesign all admissions publications.
- 3) Create an advertising media plan and produce a new series of television commercials.
- 4) Create a yearly public relations plan to include major pitches for every holiday and national event.
- 5) Create a Task Force on developing national recognition for the University.
- 6) Identify and make contact with reporters from the national media, including the Chronicle of Higher Education.
- 7) Encourage faculty, staff and students to volunteer at Bay Area community organizations, schools, hospitals, etc.

20. Assess Strategic Institutional Planning effectiveness.

- 1) Assign the University Council, along with Management Team, the responsibility for assessing the progress made toward fulfilling the Primary Strategic Objectives.
- 2) Assign the University Council the task of developing a plan to communicate its findings regarding the Primary Strategic Objectives to the campus community.