Status Report

to the Faculty Senate

October 8, 2015

Joint Task Force

on Strategic Oversight
Where we began

- Our environment is changing rapidly

**Public impact through innovation**

<table>
<thead>
<tr>
<th>Research and Scholarship</th>
<th>Teaching and Learning</th>
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<tbody>
<tr>
<td>Specialized facilities</td>
<td>Specialized facilities</td>
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<tr>
<td>+ Competition for talent</td>
<td>+ Dual research/teaching commitment</td>
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<tr>
<td>+ Partial cost recovery</td>
<td>+ Immersive, residential experience</td>
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<td>= Resource intensive</td>
<td>= Resource intensive</td>
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**Outreach and Community Service**

- State
- Students
- Campus
- Federal
# Public impact through innovation: Renewed

**Investment of Choice**
- More competitive research profile
- Better recognized impact
- More expansive partnerships
= Broader investment pool

**Destination of Choice**
- More valuable education
- Better recognized outcomes
- Greater student demand
= Sustainable enrollment strategy

**Leadership: system, state, nation**

| Federal, State, Industry | Balanced State & Students | Campus Creativity & Focus |
Why are we here?

- For three years we have been putting place the framework for systematic improvement
- Thanks to the enormous contributions of the campus community, we have a clearer focus on what it will take to be the flagship university the Commonwealth needs and deserves
Why are we here?

“Massachusetts rises or falls on the strength of its educational enterprise. …There are many universities in Massachusetts, but only one university for Massachusetts. Our special obligation is to bring the enormous benefits of world-class undergraduate and graduate education to the people from all segments of the state. And until we achieve the highest standard in that quest, our work will not be done.”

Chancellor Subbaswamy
Convocation Address  October 2, 2015
As the spring semester ended...

- Academic departments were in the midst of unit planning
- JTFSO had conducted an analysis of the “Part One” plans (undergraduate experience); Part Two planning (research and graduate education) continues
- JTFRA had presented an approach to a “parallel process” for exploring a new budget system
Where are we?

- Over the summer...
  - Vice Chancellors and Deans shared initial plans and priorities
  - This included A&S units sharing an overview of their programs, costs and services
  - Work continued on “Parallel Process”
Where are we?

- Status of some ongoing efforts...
  - Considerable follow-up on the Diversity Strategic Plan; Steering Committee is reconvening for some elaboration
  - The ACE Internationalization group has completed draft recommendations and is seeking input
  - Further discussion “intersectional” research priorities in context of “flagship” planning
  - Provost launched follow-up curricular planning focused on curricular “gaps” and class size
  - Outreach and engagement work continues through Council on Public Engagement and Outreach
Major upcoming efforts:

- Begin to link planning and resources through the first pass at a budget development process (with JTFRA)
- Launch JSACS (with JTFRA)
- Intensify campus-level planning in two key areas:
  - Campus-wide enrollment strategy
  - Capital planning
- Full JTFSO schedule
- Governance retreat
A new phase, an ambitious campus strategy

“All of the reflection and the planning over the past few years have led us to this point. Every department has explored how it can be more committed to its students’ success and how it can increase its research profile and impact. Every administrative and support unit has explored avenues for greater efficiency and effectiveness. Now we face the challenge of bringing those plans to life through the endeavors that have the most profound impact on society and our students.”

Chancellor Subbaswamy
Convocation Address  October 2, 2015