

Delivering on the Promise

2024-2029

Strategic Plan

A world-class flagship university for the nation's capital

A national model for urban student success

The District's workforce and economic mobility engine

A research and innovation hub addressing the District's critical needs

Uniting all university stakeholders in support of a shared vision for ONE UDC

UNIVERSITY^{OF THE}
DISTRICT OF
COLUMBIA
—1851



VISION

Articulates a bold vision for the future of UDC

GOALS + OBJECTIVES

Determines how we will achieve the vision

KPIs + TARGETS

Identifies how we will measure success

INITIATIVES

Describes specific actions that will be undertaken

VISION FOR THE FUTURE

Position UDC as a Leading National Public Urban University

Excellence in student achievement



Strong alignment with local workforce needs



Impactful service to the community



KEY PERFORMANCE INDICATORS

Metric	BASELINE	2029 Goal
Second-Year Retention Rate (Combined for Associate and Bachelor’s Degree-Seeking Students)	58%	80%
Graduation Rate (Combined for Associate and Bachelor’s Degree-Seeking Students)	35%	65%
Degrees Awarded	785	1,500
Workforce Certificates Awarded	200	400
Enrollment	3,855	6,000
Student Satisfaction Rate	69%	90%
Annual Giving	\$3M	\$10M
Total Research & Development (R&D) Expenditures	\$10.8M	\$15M

ALIGNMENT WITH DISTRICT PRIORITIES



UDC STRATEGIC PLAN FOCUS AREAS	DC's COMEBACK PLAN FOCUS AREAS		
	SUCCESSFUL BUSINESSES	OPPORTUNITY RICH NEIGHBORHOODS	THRIVING PEOPLE
Student Success Outcomes	X		X
Academic Program Quality and Workforce Alignment	X	X	X
Institutional Reputation and Brand			X
Student Life/Campus Culture	X		
Faculty and Staff Excellence	X		X
Operational Efficiency/Campus Infrastructure	X		
Philanthropy	X		
Research and Innovation	X		
Outreach and Engagement	X	X	X

GOAL 1: IDENTITY (1/2)

Solidify and celebrate our identity as the District’s high-quality, accessible, public university, building upon our legacy as a proud HBCU.

Objectives	Key Initiatives (partial list)
<p>Student Success Outcomes</p> <p>Increase completion rates, retention rates, post-graduate outcomes, licensure pass rates, and credential production</p>	<ul style="list-style-type: none">• Establish a comprehensive Student Success Center and adopt an institutional Student Success Framework• Implement a strategic enrollment management plan and streamline the registration process• Expand dual enrollment/early college programs
<p>Academic Program Quality and Workforce Development</p> <p>Enhance academic and workforce development programs</p>	<ul style="list-style-type: none">• Strengthen alignment between academic programs at the certificate, associate degree, and bachelor’s level• Establish employer partnerships for high-demand workforce development and associate degree programs• Expand academic program offerings in disciplines that align with the District’s current and emerging workforce needs
<p>Institutional Reputation and Brand</p> <p>Effectively shape and share our story to grow our visibility, recognition and public trust in UDC</p>	<ul style="list-style-type: none">• Implement a comprehensive university branding and communications plan• Establish employer partnerships for high-demand workforce development and associate degree programs• Cultivate and leverage internal and external stakeholder groups to serve as advocates and champions for the University

GOAL 1: IDENTITY (2/2)

Solidify and celebrate our identity as the District’s high-quality, accessible, public university, building upon our legacy as a proud HBCU.

Objectives	Metrics
<p>Student Success Outcomes</p> <p>Increase completion rates, retention rates, post-graduate outcomes, licensure pass rates, and credential production</p>	<ul style="list-style-type: none">• Retention, graduation, and licensure pass rates• Degrees and credentials awarded• Employment outcomes• Transfer rates• Enrollment
<p>Academic Program Quality and Workforce Development</p> <p>Enhance academic and workforce development programs</p>	<ul style="list-style-type: none">• Number of graduates in high-demand fields• Number of students participating in internship/research experiences• Number of employer partnerships• Employer satisfaction rates
<p>Institutional Reputation and Brand</p> <p>Effectively shape and share our story to grow our visibility, recognition and public trust in UDC</p>	<ul style="list-style-type: none">• Institutional peer assessment ratings• Perception survey ratings

GOAL 2: EXPERIENCE (1/2)

Engage with and serve all members of its community to ensure they are provided meaningful opportunities to learn, develop and thrive.

Objectives	Key Initiatives (partial list)
<p>Student Life/Campus Culture</p> <p>Provide an engaging, fulfilling and affirming experience for all students through campus life, orientation, communication, traditions, academics, and practical solutions that address their individual need, and foster a sense of belonging</p>	<ul style="list-style-type: none">• Increase on-campus co-curricular and social engagement opportunities• Leverage University Athletics to enrich the campus culture• Adopt institutional best practices to foster an intentional culture of inclusion• Regularly solicit and evaluate feedback on student perceptions of student life/campus culture
<p>Faculty and Staff Excellence</p> <p>Attract and retain qualified, passionate, and diverse faculty and staff by prioritizing factors that contribute to job satisfaction and well-being</p>	<ul style="list-style-type: none">• Increase support for faculty and staff professional development• Implement an employee recognitions program• Strengthen the performance management framework• Implement a comprehensive compensation philosophy and framework
<p>Operational Efficiency/Campus Infrastructure</p> <p>Enhance current processes and procedures to ensure efficient, effective, and excellent service in every interaction with UDC for both internal and external stakeholders</p>	<ul style="list-style-type: none">• Adopt a strategic budgeting model• Launch a comprehensive Service Excellence initiative• Implement a Process Improvement Plan to enhance core business processes• Implement an institutional compliance and ethics program

GOAL 2: EXPERIENCE (2/2)

Engage with and serve all members of its community to ensure they are provided meaningful opportunities to learn, develop and thrive.

Objectives	Metrics
<p>Student Life/Campus Culture</p> <p>Provide an engaging, fulfilling and affirming experience for all students through campus life, orientation, communication, traditions, academics, and practical solutions that address their individual need, and foster a sense of belonging</p>	<ul style="list-style-type: none">• Student satisfaction ratings• Number of student housing occupants
<p>Faculty and Staff Excellence</p> <p>Attract and retain qualified, passionate, and diverse faculty and staff by prioritizing factors that contribute to job satisfaction and well-being</p>	<ul style="list-style-type: none">• Employee satisfaction ratings• Employee retention rates• Participants in professional development and training activities
<p>Operational Efficiency/Campus Infrastructure</p> <p>Enhance current processes and procedures to ensure efficient, effective, and excellent service in every interaction with UDC for both internal and external stakeholders</p>	<ul style="list-style-type: none">• Customer service ratings• Revenue generated by use of facilities• Participants in annual compliance and ethics training events

GOAL 3: PARTNERSHIPS (1/2)

Embrace mission-aligned, sustainable and impactful partnerships as a key element of our academic mission and shared success.

Objectives	Key Initiatives (partial list)
Philanthropy Enhance University Advancement operations to facilitate increased levels of giving from alumni, corporate partners, and friends	<ul style="list-style-type: none">• Enhance the infrastructure and staff support for fundraising and alumni engagement• Launch targeted fundraising campaigns• Establish annual goals for levels of engagement and giving for each key stakeholder group
Research and Innovation Establish UDC as the DC region's go-to-research partner by leveraging both our translational research capabilities and teaching and learning prowess to help tackle some of our region's most processing challenges	<ul style="list-style-type: none">• Enhance the administrative structure that supports sponsored research• Increase support and incentives for faculty research, scholarships, and creative activities• Pursue R2 Carnegie research status• Identify research thrusts targeted for increased investment and growth
Outreach and Engagement Broaden UDC's impact through increased outreach and engagement with the education, community and government sectors	<ul style="list-style-type: none">• Establish an Office of Educational Outreach and Strategic Partnerships• Develop and expand partnerships with OSSE, DCPS, DCPCS, and other local education and government entities• Implement targeted engagement initiatives for alumni, policy makers, local communities, and government agencies

GOAL 3: PARTNERSHIPS (2/2)

Embrace mission-aligned, sustainable and impactful partnerships as a key element of our academic mission and shared success.

Objectives	Metrics
<p>Philanthropy</p> <p>Enhance University Advancement operations to facilitate increased levels of giving from alumni, corporate partners, and friends</p>	<ul style="list-style-type: none">• Annual giving• Annual number of donors by type
<p>Research and Innovation</p> <p>Establish UDC as the DC region’s go-to-research partner by leveraging both our translational research capabilities and teaching and learning prowess to help tackle some of our region’s most processing challenges</p>	<ul style="list-style-type: none">• R&D expenditures• Total awards received• Number of patent applications
<p>Outreach and Engagement</p> <p>Broaden UDC’s impact through increased outreach and engagement with the education, community and government sectors</p>	<ul style="list-style-type: none">• Number of active MOUs with strategic partners• Number of targeted stakeholder engagement activities• Participants in K-12 outreach activities

UDC IN FIVE YEARS

STUDENTS

Strong success outcomes and exceptional experiences

FACULTY

Faculty support, research collaborations and engagement that support the overall University teaching and public service mission

STAFF

More effective and efficient administration of operations with a sustained focus on the delivery of service excellence

ALUMNI & EXTERNAL RELATIONS

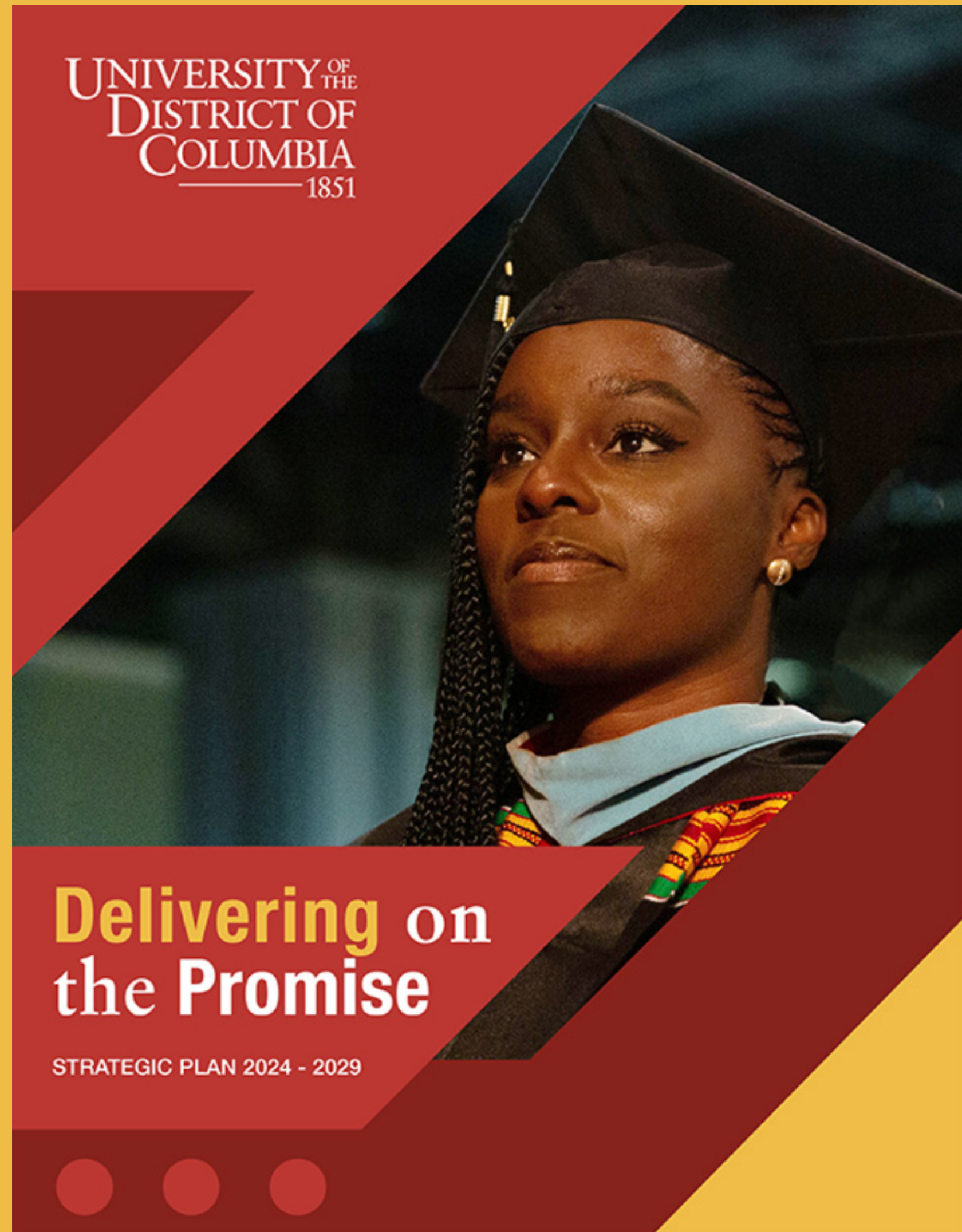
Active and engaged alumni base; increased support from external constituents

INSTITUTIONAL PERFORMANCE

Stronger performance against target goals and peer institutions; workforce and economic mobility engine; strong brand and positive reputation



STAKEHOLDER FEEDBACK



The University's new five-year strategic plan is available for public review and feedback until April 22, 2024.

<https://www.udc.edu/strategic-plan/>

Feedback can be provided by sending an email to udcstrategicplanning@udc.edu

The strategic plan was approved by the UDC Board of Trustees on February 6, 2024, and will be implemented at the conclusion of the public notice period.