



**FY 2022 & 2023**

# **Voyage Plan**

Submitted By:   
President

Date: 10 September 2021

Approved By:   
Chair, Board of Trustees

Date: 10 September 2021

## **Reviewed By:**

Vice President – Academic Affairs

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## ***0.0 EXECUTIVE SUMMARY***

This document publishes the Academy's two-year action plan for the future of the university. It begins by reaffirming the mission statement and by laying out the university's vision. It concludes with the five overarching Governing Objectives that constitute the attainable goals and steps needed to attain those goals. It then incorporates the MMA Trustees approved Tactical Objectives for the Academy and adds the performance metrics that are needed to support this plan for the next two years. This plan is the result of many meetings with the multiple stakeholders of the Academy culminating with a two-day campus planning session that involved the entire senior staff of the Academy. The plan is submitted to the All University Committee annually and feedback is sought. In that way, all of the stakeholders have been represented throughout the planning cycle and all are invested in the achievement of these goals.

In March 2020, Admiral McDonald announced the Massachusetts Maritime Academy priorities during the challenging times of COVID-19:

- To keep our cadets, faculty and staff - and by extension, their families - safe
- To keep the Academy from becoming a mass-transmission center
- To find a path to get our 1/C cadets to degree completion in time for Commencement
- To minimize the academic disruption for the 2/C, 3/C and 4/C cadets

These priorities have not changed since they were first established. The Academy was successful with getting 1/C cadets to degree completion in June 2020 and again in 2021. We begin the fall 2021 semester dedicated to keeping our campus as safe as possible with very few students exempt from the vaccine mandate.

Massachusetts Maritime Academy is a leadership laboratory that cultivates a transition from followship to leadership during four years of residence at the Academy. Our cadet leadership, the Cadre, continue to be extremely creative, thinking outside the box, to assist our Commandant of Cadets and Vice President of Student Services in developing student life activities for all students. Our faculty have worked tirelessly over the span of this pandemic to successfully continue to deliver the high caliber academics that we are known for.

Although the fall 2021 sophomore enrollment numbers are lower than projections, we anticipate that in time many of the students who opted to "stop out" during the pandemic will return. We are also very optimistic, given the size of the incoming freshman class (approximately 400 students), that our enrollment will grow and ultimately exceed our pre-pandemic enrollment over the next few years.

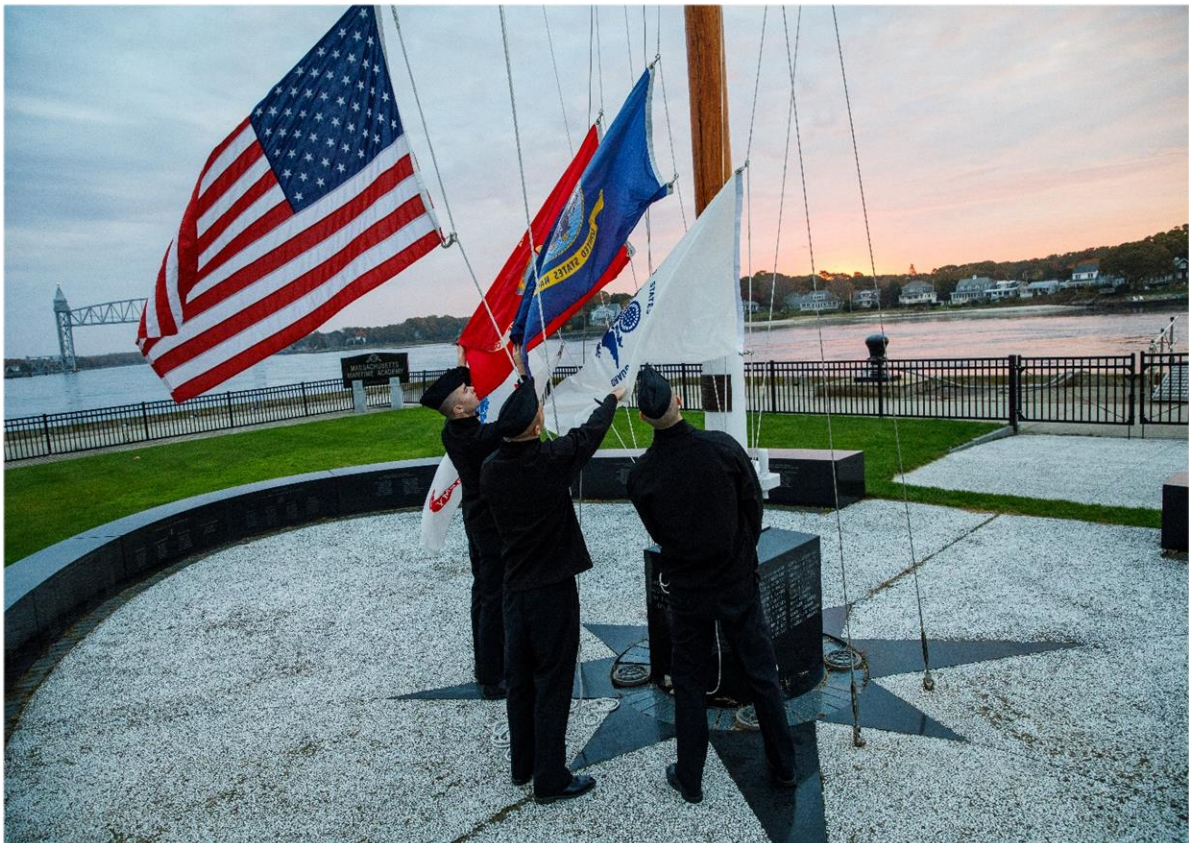
As we make our way back from the effects of the pandemic, we have a lot to look forward to. A new academic building and upgraded labs, a new 180-seat conference center, the acquisition of the historic schooner Ernestina-Morrissey, updated residence halls, a new expanded student union facility (the Fantail) and a new training ship, the Patriot State II. As we look over the bow, it is clear that it will be an incredible voyage.

## **1.0 MISSION OF THE MASSACHUSETTS MARITIME ACADEMY**

*The mission of the Massachusetts Maritime Academy is to provide a quality education for graduates serving in the merchant marine, the military services, and those who serve the interests of the Commonwealth, Nation and global marketplace. The Academy does so by combining a rigorous academic program with a regimented lifestyle that instills honor, responsibility, discipline, and leadership.*

## **1.1 MOTTO OF THE MASSACHUSETTS MARITIME ACADEMY**

*Discipline, Knowledge, Leadership*



## 2.0 OUR VISION

We serve the transportation, engineering, environmental, and industrial – as well as the maritime and commercial– business interests of the Commonwealth and nation. Our traditions, values, ethics, and aspirations are all rooted in the mariner’s profession, and we remain true to our roots in all we undertake. We carry out this part of our mission by identifying ways to meet these broader goals, through graduate, undergraduate, and non-credit programs, which build on the distinctive competencies we have developed during more than a century as a maritime academy. We seek to instill in all undergraduates officer-like qualities, regardless of whether or not they choose to seek a commission. We will continue the honorable tradition we share with other American military colleges of producing the Citizen-Sailor/Soldier, equally prepared to serve the community in peace and the nation in times of war.

As we broaden our scope of academic offerings, the emphasis on curricular design will continue to adhere to our educational philosophy: *Learn – Do – Learn*. This successful learning model has been developed through our USCG license-track programs and includes as an essential element, opportunities for experiential learning through sea terms, commercial shipping experiences or internships in real world corporate settings.

While alternative student life models co-exist at the Academy, especially in graduate and evening programs, the Regiment of Cadets will remain, as it has for more than a century, the central feature of undergraduate residence life. The mission of the Regiment will continue to be the development in its members’ of character, honor, integrity, leadership, and self-discipline. The limited option of civilian status for non-traditional students will be carefully managed to serve the needs of those students while avoiding unintended negative impacts on the Regiment.

Our commitment to lifelong learning, especially in the form of continuing professional education in our areas of special expertise, but also through workforce development and similar activities supporting the economic progress of the Commonwealth and all its citizens, will lead us to develop creative and innovative program delivery strategies reaching far beyond our Taylor’s Point campus.

In all we do, the Academy strives for inclusive excellence and commits to upholding the rights and dignity of the individual, whether student, faculty, or staff; will never discriminate on basis of race, sex, sexual orientation, color, national origin, age, religion or disability; and will strive to create and maintain a learning community based on inclusive excellence, fairness and civility in the pursuit of knowledge.

Massachusetts Maritime Academy aspires to excellence in all it undertakes. Specifically, we aspire to become and remain the foremost institution of maritime higher education in the world, and will, through the development and application of appropriate measures and benchmarks, strive continuously toward that goal.



### **3.0 GOVERNING OBJECTIVES**

The following Governing Objectives create the framework for the Academy's institutional goals:

- 3.1** *Support the Massachusetts Department of Higher Education (DHE) Equity Agenda and Strive to Achieve Inclusive Excellence*
- 3.2** *Achieve a More Diverse 1,800-Member Student Body by 2025*
- 3.3** *Enhance and Improve, in Both Excellence and Diversity, our Student Body, Faculty and Staff*
- 3.4** *Improve Institutional Effectiveness*
- 3.5** *Optimize Available Resources in Support of the Mission of the Academy*



## **4.0 TACTICAL OBJECTIVES**

### **Preamble**

Massachusetts Maritime Academy was designated in 2005, by the Board of Higher Education (BHE), as a Special Mission College. The establishment of this partnership with the Commonwealth permitted the Academy to determine a set of performance measures by which to gauge its success in meeting the broad objectives of its unique mission (M.G.L. Chapter 15A, Section 7). The partnership further authorized the Academy to set and retain its student tuition and fees. In 2017, the Board of Higher Education approved the Massachusetts Maritime Academy Five-Year Renewal Plan for a Partnership with the Commonwealth. As with previous Special Mission Partnership Plans, MMA will submit the Special Mission Performance Report to BHE as part of the President's annual self-assessment and evaluation. This two year Voyage Plan sets forth the tactical steps necessary to fulfill our partnership plan.





## **4.1 Inclusive Excellence**

### **Strategic Goal**

To advance a common agenda for Inclusive Excellence that aligns institutional strategies with statewide initiatives to transform diversity, equity, and inclusion in every facet of the institution. The focus areas are:

- I. Recruitment of Faculty, Staff, and Students of Color/ALANA
- II. Retention & Equity of Faculty, Staff, and Students of Color/ALANA
- III. Academy's Climate of Inclusion
- IV. Inclusive Excellence Training Development and Curriculum
- V. Community & Civic Engagement
- VI. Inclusive University Policies, Systems, and Infrastructure

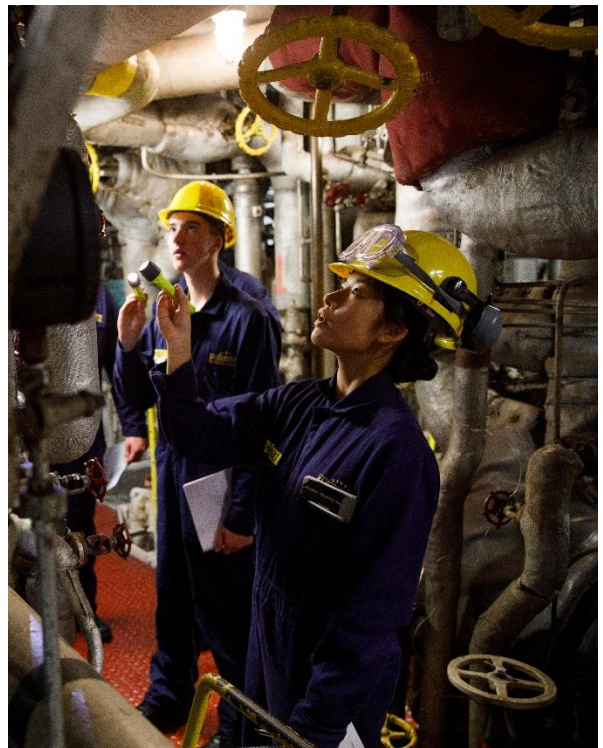
### **Strategic Rationale**

Through the vision and practice of inclusive excellence, the American Association of Colleges & Universities (AAC&U) calls for higher education to address diversity, inclusion, and equity as critical to the well-being of democratic culture. Making excellence inclusive is thus an active process through which colleges and universities achieve excellence in learning, teaching, student development, institutional functioning, and engagement in local and global communities. Likewise, enhancing inclusive excellence is directly in line with the objectives of the Massachusetts Department of Higher Education Equity Agenda. Inclusive excellence must become a priority in all aspects of the Massachusetts Maritime Academy.



### Tactical Performance Metrics

- ☐ Reenergize the President's Task Force for Diversity, Equity, and Inclusion. The Task Force will make recommendations based on the data collected for the 2021 Climate Survey.
  - ☐ Review the Academy mission statement
- ☐ Enhance recruitment & retention of Faculty & Staff of color (Aforementioned focus areas I and II)
  - ☐ Work with Human Resources to review the search & screen process for staff and faculty hiring
  - ☐ Review New Employee onboarding
- ☐ Enhance recruitment & retention of women and students of color/ALANA students
  - ☐ Review admission recruitment processes and develop new strategies for recruitment for students of color and women
  - ☐ Explore and build retention efforts to close the opportunity gap among the demographics of the Equity Agenda
- ☐ Continue affiliated memberships with organizations that support Inclusive Excellence
- ☐ Increase programming and initiatives to promote diversity, equity, and inclusion awareness and intercultural competence
- ☐ Dissect, review, and create actionable items for results of the campus-wide Diversity & Inclusion Campus Climate Survey
- ☐ Develop an internal equity audit by reviewing all institutional policies and procedures through the equity lens and make recommendations
- ☐ Create new community partnerships and pathway programs



*MMA 2-Year Voyage Plan (FY 2022 & 2023)*

"This is our watch," Congressman Elijah E. Cummings, MMA'14H

## 4.2 Strategic Growth of the Student Population

### Strategic Goal

It is without question that the effects of COVID-19 have impacted institutions of higher education around the world. Strategic growth of the student population of institutions has certainly been included in this. However, despite the many challenges, the COVID-19 pandemic has also given the Academy the time to pause and reflect, then respond strategically to the imperative enrollment issues facing the institution. While Fall 2020 enrollment numbers faced an expected dip, the institution is poised to respond with a strong enrollment management plan, including an emphasis on recruitment and retention of women and ALANA students. As we embrace the “new normal” and continue to meet enrollment challenges, the goal is not only to reach our strategic growth projections, but more importantly to do so in a way that increases diversity of the student body and creates access and opportunity to traditionally underserved students on the commonwealth and the nation. In response to these needs, the Academy created the new Division of Enrollment Management, Equity, and Inclusion, which is comprised of the Office of Admissions, Student Success and Office of Intercultural Engagement. Under new leadership (the Dean of the division is also the Chief Diversity Officer), we are situated for a greater impact on the in the areas of recruiting and retaining diversity and also increasing DEI awareness across campus. We seek to achieve student enrollment that respects our mission and values while positioning the Academy for fiscal sustainability.

Prior to the COVID-19 pandemic, a goal was set to reach a student body of 1,900 students (graduate and undergraduate enrollment). However, in light of the aforementioned recruitment challenges and limited academic space on campus, that number was realigned to 1,800 to allow the Academy to better prioritize student success and degree attainment for both current and incoming students.

The Academy's commitment to recruit a diverse student body which reflects the communities we serve remains unchanged as has the Academy's commitment to meet the DHE's equity agenda. The Equity Agenda sets the expectation that the Massachusetts system of public higher education will enhance economic and social mobility for all citizens, with particular focus on those that have historically been underserved and underrepresented, throughout all levels of education. The demographics of the Equity Agenda target population include low income students, students of color, and Pell-eligible recipients. Additional information on the Equity Agenda can be found at: <https://www.mass.edu/strategic/equity.asp>.



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Using current enrollment data and best projected post-COVID-19 estimates, the below table represents the Academy's total enrollment goals. Past data provides a historical look at enrollment prior to the COVID related downturn. The campus expansion with the new laboratory building and increased cadet housing will allow for increased student capacity after 2025.

<b>Entering Class Year</b>	<b>Orientation Freshman Class</b>	<b>Sept. 15 Freshman Class</b>	<b>Total Undergrad</b>	<b>Graduate Enrollment</b>	<b>Total Enrollment</b>
2015	429	425	1537	103	1640
2016	444	457	1641	74	1715
2017	443	447	1627	92	1719
2018	453	455	1653	93	1746
2019	465	443	1654	97	1751
2020	374	360	1537	99	1636
2021	415	400	1500	120	1620
2022	435	425	1550	120	1670
2023	435	425	1615	120	1735
2024	435	425	1645	120	1765
2025	460	440	1680	120	1800



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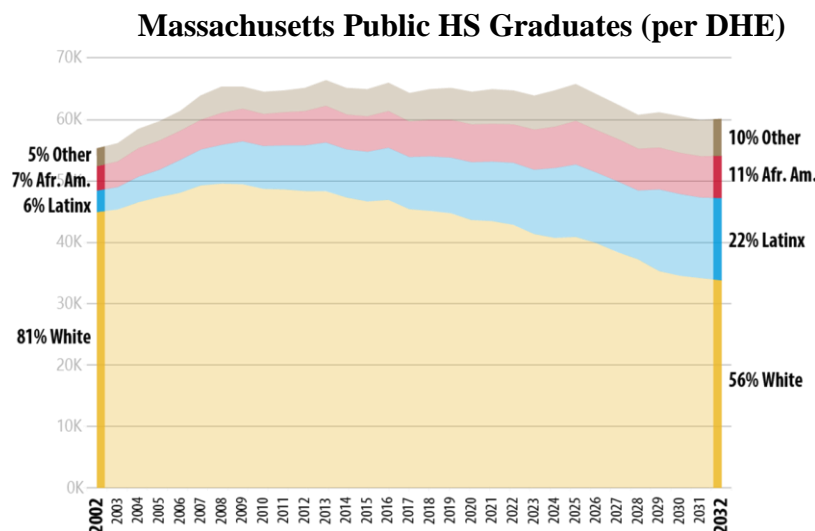
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## Strategic Rationale

The Academy will strive to continue to educate and recruit in alignment with the MA-DHE Equity Agenda to increase the enrollment and degree attainment of women and students of color as we have an opportunity to improve social mobility.

According to a 2019 report by the American Council on Education, Race and Ethnicity in Higher Education: A Status Report, students of color made up just 29.6 percent of the undergraduate student population in 1996, increasing to 45.2 percent in 2016 and only continues to increase. According to the Pew Research Center, by 2050, the nation's racial and ethnic mix will look quite different than it does now. Non-Hispanic whites, who made up 67% of the population in 2005, will be 47% in 2050. Hispanics will rise from 14% of the population in 2005 to 29% in 2050. Blacks were 13% of the population in 2005 and will be roughly the same proportion in 2050. Asians, who were 5% of the population in 2005, will be 9% in 2050.

- 40.1% of Associate Degrees were earned by students of color (2020 American Council on Education, Race, and Ethnicity in Higher Education: Supplement)
- 1.5% of bachelor's degrees were earned by students of color (2020 American Council on Education, Race, and Ethnicity in Higher Education: Supplement)
- Overall, a higher percentage of bachelor's degrees were awarded to females than to males in 2015–16 (58 vs. 42 percent). However, in STEM fields, a lower percentage of bachelor's degrees were awarded to females than to males (36 vs. 64 percent). (National Center for Education Statistics)
- The percentage of Black and Latinx students receiving an engineering degree in 2019 was 14% (4% and 10% respectively), while the percentage of the total US population of Black and Latinx was 28% (13% and 15% respectively). (National Center for Education Statistics)
- The percentage of white high school graduates has steadily decreased, as indicated in the MA DHE Data Center chart below
- The percentage of high school graduates of color steadily increases, as indicated in the MA DHE Data Center chart below



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### Tactical Performance Metrics – Undergraduate Student Population

- ☐ Collaborate with Academic Affairs on the establishment of target enrollment within undergraduate majors and retention strategies for all students with a specific focus on the student populations that fall into the demographics of the Equity Agenda. Ensure that appropriate resources are appropriated to support targeted goals.
- ☐ Investigate test optional admissions beyond FY2022 for certain majors.
- ☐ Review and rework past practices on social media and other marketing platforms to ensure an increased on-line engagement with targeted demographics
- ☐ Investigate and run cable/online television advertising for targeted demographics and in targeted recruitment areas
- ☐ Ensure 100% of incoming students meet Massachusetts Department of Higher Education standards
- ☐ Increase transfer student applications, accepts and enrolls. Expand the incoming transfer student bridge program (currently the DHE supported COMPASS program that helps Massachusetts Community College STEM students transfer to 4-year Massachusetts Universities) to include additional efforts to transition them successfully into the campus community
- ☐ Increase women and students of color applications and enrollment through territory management and partner programs and achieve a 2% increase of qualified women and a 2% increase of qualified students of color applicants by 2023
- ☐ Expand pathways programs to support and recruit from Massachusetts Gateway cities
- ☐ Leverage coaches and student athletes in support of recruiting efforts
- ☐ Develop and enhance Academy sponsored summer camps for high school students



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### **4.3 Staff Development: Invest in and Improve the Diversity and Performance of the MMA Faculty and Staff**

#### **Strategic Goal**

Enrich the faculty and staff by increasing race and gender diversity through sophisticated programs to attract, acquire, develop and retain an inclusive workforce.

#### **Strategic Rationale**

Diversity, equity and inclusion requires more than a numeric count of faculty and staff to ensure that students of all backgrounds feel that the MMA campus is welcoming and supportive. Deliberate focus and improvement on the campus climate will translate to a meaningful, positive effect on student persistence and success, and play a key role in addressing educational and societal equity gaps.

#### **Tactical Performance Metrics**

- ☐ Maintain the campus-based funding of \$60,000 for:
  - Faculty travel in support of professional development (\$15,000)
  - Professional development for administrators/APA union employees (\$15,000)
  - Professional development for AFSCME union employees (\$15,000)
  - Professional development for non-unit employees (\$15,000)
- ☐ Capitalize on access to enhanced online training platform opportunities for Title IX/Clery, Equity & Inclusion, FERPA, HIPAA and other compliance training
- ☐ Expand collaboration with the Office of Intercultural Engagement to explore insights from campus climate survey and leverage campus inclusion initiatives
- ☐ In consultation with the Office of Intercultural Engagement, modify and expand on screening committee training and enforcement of accountability measures to ensure equal opportunity is preserved for all employment applicants
- ☐ Standardize manager training curriculum and create module-based online training for department managers, to include performance evaluations, reallocation/promotion procedures, attendance procedures & policy, records retention, hiring policy and collective bargaining agreements

#### **Strategic Performance Metrics**

- ☐ Achieve 45% gender diversity of Academy faculty and staff by 2022 (43% as of 2021FA)
- ☐ Maintain no less than 40% gender diversity of Academy faculty and staff for 2021-2023
- ☐ Increase faculty and staff race/ethnicity diversity by 1% each year to reach 18% by 2023 (at 13% for 2021FA)
- ☐ Continue to perform risk assessment of Human Resource programs, policies and procedures

#### **4.4 Strategic Additions and Improvements to the Academic Program**

##### **Strategic Goal**

Maintain the highest quality academic program and embrace MMA's status as the "Commonwealth's Leadership University."

##### **Strategic Rationale**

Over the next five years, higher education researchers predict that the population of high school graduates in the U.S. Northeast will decrease, which could impact our enrollment goals. Based on these trends, the competition for the best students will intensify, making our need to attract and recruit students more important than ever. Key factors in drawing the top talent depend on maintenance of our low student-to-faculty ratio, classification as a special mission institution, and establishment of pedagogical innovations in experiential learning and online course delivery. The quality of mission fulfillment at MMA is best measured by data-driven evidence of student achievement of learning outcomes, success in meeting targets for related performance indicators, and statistical analysis of institutional data for continued improvement.

##### **Tactical Performance Metrics - Undergraduate Program:**

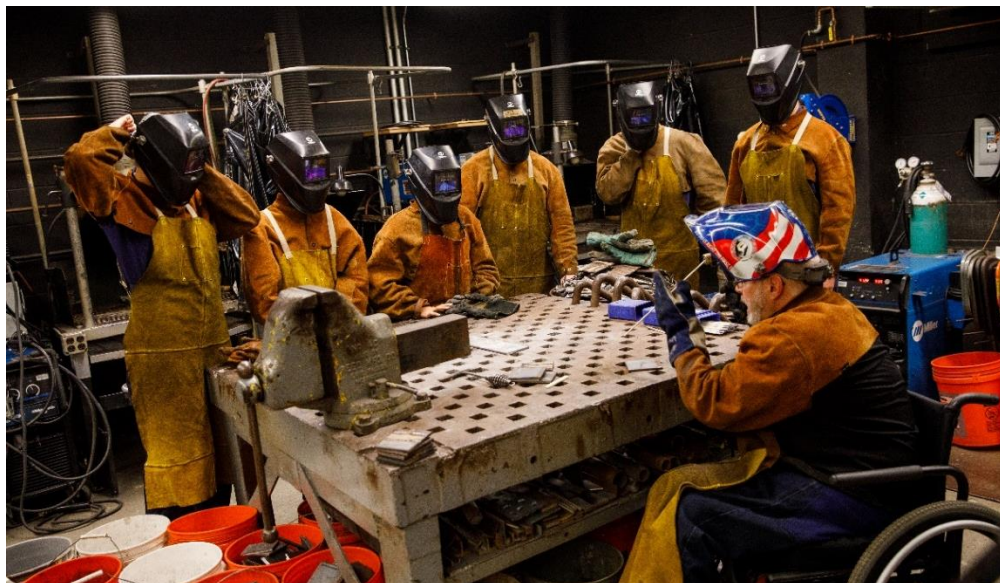
- ☐ Respond to the 2021 NECHE Visit by celebrating our successes in assessment, financial stability and delivery of the graduate programs and work on their recommended areas of focus on recruitment and retention of a diverse student body, improved structuring of our graduate programs, and creation of sufficient and modern academic space.
- ☐ Partner across Academic Departments and Academy Divisions to design laboratories, classrooms, and academic meeting spaces for our newly approved academic laboratory building, relocated aquaculture lab, and future renovations of existing buildings to optimally serve our student population.
- ☐ Operationalize our new registration software to improve the student registration process and optimize the course schedule to balance faculty capacity with student need.
- ☐ Conduct program reviews, in accordance with the June 2021 release of our Program Review Timeline, to ensure systematic evaluation of each major and our academic program on a regularized basis. As part of this work, Departments should examine course sequencing and prerequisites, research credit hour requirements, and analyze 4 year and 6-year graduation rates and evaluate academic program assessment report data.



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- ❑ Launch a General Education Task Force to examine our existing core curriculum, ensuring student preparedness for majors, and broad education as culturally competent leaders in our global community. As part of this work, the Task Force should benchmark against academic best practice at peer institutions, conduct curricular mapping of the general education courses to our Shared Learning Outcomes, and research overall credit hour requirements.
- ❑ Establish working groups, composed of a diverse group of on-campus and off-campus representatives, to examine recent and potential innovations in our academic program, including experiential learning opportunities, the possibility of a new undergraduate major, and potential adoption of a cyber-security policy and administration concentration. Examine the licensed majors, to explore options for other licensing opportunities, course offering optimization, and student opportunity post-graduation.
- ❑ Collaborate with the Enrollment, Equity and Inclusion Division to ensure our Faculty Liaison program supports and improve recruitment opportunities and long-term student success. As part of this work, team with EEI on enrollment management to manage distribution of accepted students into majors is properly proportioned and properly supported.
- ❑ Continue pursuit of equity-minded pedagogical approaches in our courses and academic programming; provide development and training opportunities to support faculty in their commitment to creating welcoming and inclusive classrooms.
- ❑ Work to hire new full-time and part-time faculty, as budget allows, to enhance our academic offerings in support of the Academy's mission.
- ❑ Collaborate with Operations Division on replacement for the aging M/V RANGER.
- ❑ Ensure on time submission of the IACBE self-study in fall of 2021 and preparedness for the on-site visit in spring of 2022.
- ❑ Launch the ABET self-study in fall of 2021 in preparation for a fall 2022 visit.
- ❑ Prepare for STCW audit in 2023.





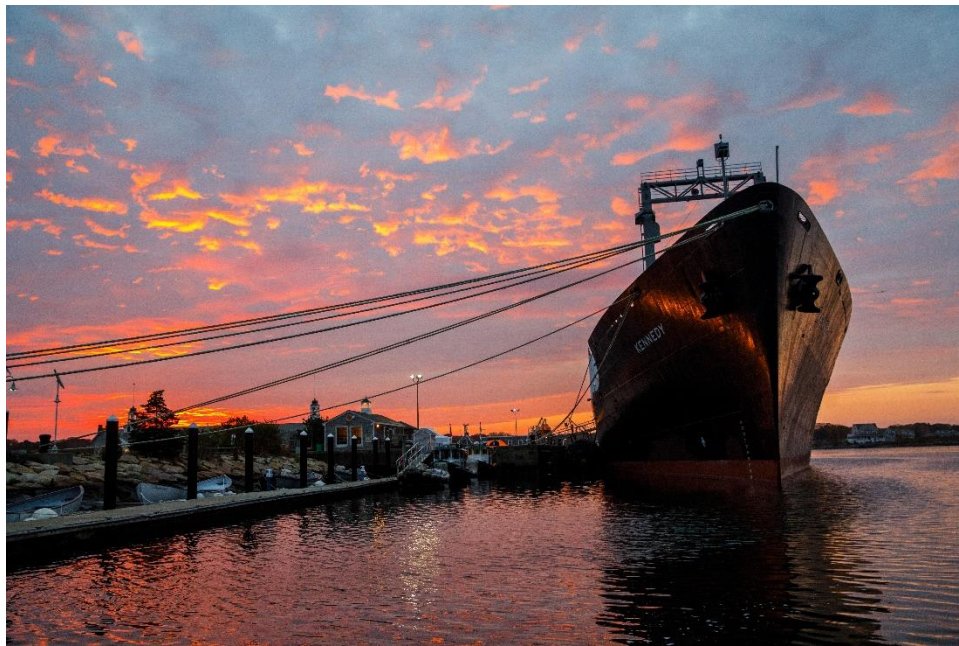
### **Tactical Performance Metrics – Academic Resources**

- ❑ Continue to improve our student support processes on campus by capitalizing on the centralization of process in the Academic Resources Center, to include: monitoring Academic Review Board (ARB) reviewed students, offering intentional, high quality Academic Advising, supporting students with learning differences, and ensuring all students capitalize on tutoring services on campus.
- ❑ Collaborate with the Enrollment, Equity and Inclusion Division to examine academic programming, focus on retention, and properly support our student population.
- ❑ Examine the Academic Standards to ensure clarity in communicating the meaning of satisfactory academic progress and outcomes for students who neglect to meet those standards.
- ❑ Streamline and reorganize the College Catalog to make information easily accessible.
- ❑ Collaborate with the Enrollment, Equity and Inclusion Division to better understand factors influencing 4-year and 6-year graduation rates, disaggregated by gender, race and ethnicity. This inquiry should also include impacts of major transfers, course failures, and credit hours. Investigate achievement gap data.
- ❑ Promote a culture of data-driven decision making and continuous improvement at the Academy through the planning, coordination, and implementation of institutional research and assessment practices. Specifically, oversee the collection, analysis, and distribution of institutional data to support strategic planning, decision-making, program development and review, accreditation, and assessment of student learning.
- ❑ Continue to support the Assessment Committee as they institutionalize high impact practices throughout our academic program. As part of this work, encourage academic departments to continue assessing shared learning outcomes, with a focus on student achievement and learning.



### **Tactical Performance Metrics - Training Ship Kennedy/Patriot State II**

- Continue collaboration with the US Maritime Administration, as we prepare to receive TS Patriot State II, the new the National Security Multi-mission Vessel (NSMV) in 2024. Collaborate with Operations Division to ensure shore side capacity will meet vessel needs.
- Team with Student Services and ship's crew to create a safe Sea Term, which addresses cadet wellness, mental health and training needs. As part of this work, ensure Sea Term Council and governance committees are fully integrated into discussions.
- Collaborate with ship's crew, Human Resources, and Commandant of Cadets to evaluate student housing needs aboard the training ship.
- Continue to foster a safety culture aboard Kennedy that supports and operationalizes and constantly improves the Safety Management System. As part of this work, ensure that all critical personnel conduct continual risk assessment on changes to the plant, ship readiness or changes to physical condition of the Kennedy.
- Ensure KENNEDY's crew have maintained current USCG and STCW documentation.



### **Tactical Performance Metrics - Schooner Ernestina-Morrissey**

- Work with Academic Departments to development academic programming to capitalize on the potential opportunities for seamanship, science and engineering aboard the vessel.
- Continue to communicate with the Schooner Ernestina Commission, Bristol Marine, and the Department of Conservation and Recreation (DCR) in the renovation of the Ernestina Morrissey.
- Collaborate with the Office of Enrollment, Equity & Inclusion to develop K-12 programming.

### **Tactical Performance Metrics – Graduate and Continuing Education Programs**

- Capitalize on the recently restructured DGCE Division to continue to attract high quality applicants and populate full 20-person cohorts in Emergency Management, Facilities Management and Maritime Business Management.
- Team our new Graduate Program Administrator with Academic Department Chairs to continue to highlight the 4+1 path/program for motivated 1/C cadets to matriculate into one of the three MMA MS degrees.
- Assess opportunities for additional graduate programming including new master's programs or professional doctorate.



### **Tactical Performance Metrics – Maritime Center for Responsible Energy Training**

- Work to expand our footprint in the Global Wind training realm to explore opportunities to offer Basic Safety Training, Basic Technical Training, along with the introductory GWO training we currently offer. As part of this work, evaluate the training opportunities associated with offshore wind manufacturing supply chain.
- Examine other opportunities for the Maritime Center for Responsible Energy / Center of Maritime Professional Training for partnerships with industry partners in the maritime realm.
- The Maritime Center for Responsible Energy (MCRE) will aggressively pursue grant opportunities that support academic, facility, hydrokinetics and renewable energy systems. Current collaborations to provide grants for work with these areas including Seaport Economic Council, Massachusetts Department of Transportation (MassDOT), Department of Energy, Amazon (Oceana Energy), Massachusetts Clean Energy Center (MassCEC), Northeastern Regional Association of Coastal Ocean Observing Systems (NERACOOS) and other potential partners.



## **4.5 Enhance Student & Regimental Life**

### **Strategic Goal**

Life at the Academy prepares cadets for a career in which leadership is one of the foundational skills required. A vibrant student life program is invaluable to any successful residential university campus. At MMA, as we stand as a nearly 100% regimental life program, continuous improvement & enrichment of student & regimental life is even more important.

### **Strategic Rationale**

The regiment at Massachusetts Maritime Academy provides cadets with the structure to learn leadership and civic engagement through practice and by example. Just as the student population has grown, so has the number of leadership positions, reflecting the growth in interests and needs of the student body and the creation of a two-battalion regiment.

The student experience is enhanced by an active Division III athletic program which offers 15 varsity sports as well as state-of-the-art facilities and fitness equipment and a robust Student Government Association (SGA) which sponsors a wide variety of campus events and clubs. The Health Services department at MMA adds an additional dimension to the students' education by assisting cadets in counseling, maintaining good health, and well-being.

The Public Safety Department provides Safety and Security for all students, faculty, staff and the campus community. Our goal is to create a Campus Community Policing Program (CCPP) by developing strategies and community-supported approaches to assist with the campus needs and concerns to improve greater trust and respect for the Academy's Public Safety Department.

### **Tactical Performance Metrics – Regiment of Cadets and Student Life**

- ☐ Continue to enlist cadet officers in support of residential life COVID-19 mitigation and response efforts.
- ☐ Review, modify and establish a robust implementation plan for the MMA Leadership Laboratory: Cadet Training Standard Operating Procedures.
  - In collaboration with Academic Affairs and the Regiment, identify opportunities for partnership, train the trainer offerings, and just in time scheduling for Sunday Night Series.
  - Prioritize recruitment and selection for leadership positions with emphasis on increasing representation of women and BIPOC cadets in leadership roles.
  - Evaluate possibility of transitioning Sunday Night Series to a First Year Seminar concept for the fall of 2022.
  - Further develop petty officer and squad leader training and development.
- ☐ Develop an undergraduate student programming survey to discern interest in weekend programming, expanded intramural offerings, and programming priorities to then collaborate with SGA and other clubs and organizations to deliver programming for cadets, by cadets.
- ☐ Work with SGA and partners in the Division of Finance to review SGA bylaws related to organization funding and ensure transparency in communications and approach.

- ☐ Evaluate efficacy of Dining Services with focus on hours of operation, food quality for dinner and weekend service, and uniform requirements for accessing Mess Desk.
- ☐ Establish benchmarks for annual participation in civic engagement and community service offerings to use in establishing annual targets for expansion/improvement.
- ☐ In partnership with Technology and Library Services (TLS), evaluate, select and implement technological solutions to support student conduct/case management/Title IX efforts and housing selection and assignments to enable professional staff opportunity to more fully focus on student engagement and development rather than manual process administration.
- ☐ Conduct annual risk assessments (sea term ports and students abroad).

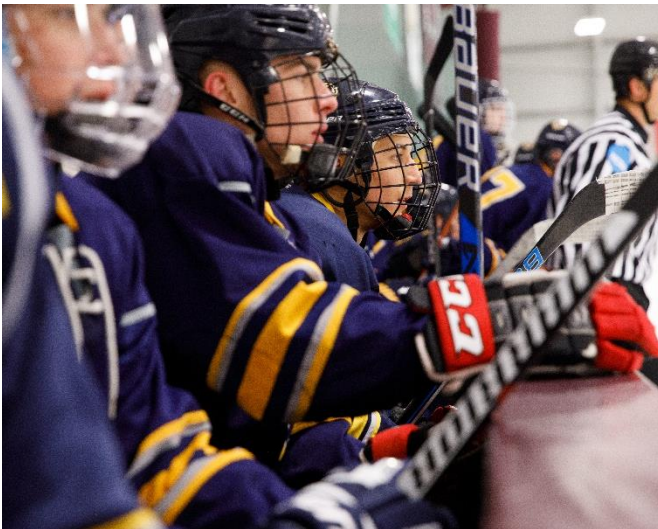


### **Tactical Performance Metrics – Health & Wellness**

- ☐ Provide leadership to the Academy's COVID-19 planning and implementation efforts.
- ☐ Further develop and refine the Care & Action for Students Team (CAST) program with priority placed on Team composition and training of team members and ongoing communication about team to increase referrals.
- ☐ Continue health education programming for cadet leadership and all cadets with focus on orientation and sea term pre-excursion and onboard wellness education and prevention programs.
- ☐ Continue flu vaccination programming.
- ☐ Expand 3<sup>rd</sup> party billing to include EMS transports.
- ☐ Conduct annual risk assessments (FERPA and HIPPA intersection and Sea Term port concerns).

### **Tactical Performance Metrics – Varsity Athletics, Club and Intramural sports**

- ☐ Benchmark student-athlete retention (within sport and within the Academy) and establish annual targets for improvement.
- ☐ In partnership with Academic Affairs, review and revisit academic and lab requirements that conflict with practice and competition schedules and discuss priority registration process to ensure access for student-athletes and equity for the broader community.
- ☐ In partnership with Enrollment Management develop a formalized recruitment plan based on past yield rates, targeted demographics and geographic areas, the Academy's and DHE's equity agenda, and the department of admissions recruitment plan.
- ☐ Prioritize NCAA training and growth with professional development and job-related conferences.
- ☐ Collaborate with Camps and Conferences to offer sport-specific prospect camps and programming that leverage Academy resources in off season to meet enrollment targets.
- ☐ Conduct annual risk assessments.



### **Tactical Performance Metrics – Public Safety**

- ☐ Implement best practices for community policing inclusive of liaisons for specific communities/buildings.
- ☐ Engage community members in ongoing discussions via outreach activities (ex. Coffee with a Cop).
- ☐ Prioritize training required by Massachusetts Police Reform Law to maintain departmental certification.
- ☐ Engage in ongoing training and professional development via Massachusetts Association of Campus Law Enforcement Administrators (MACLEA).
- ☐ Plan and execute an annual emergency management training/table top exercise for the community.
- ☐ Implement Clery Audit findings.
- ☐ In collaboration with TLS, implement solutions to ensure emergency line calls and dedicated radio traffic for Public Safety are recorded.
- ☐ Conduct annual risk assessments.

#### **4.6 Strategic Student-Centered Operations, Capital Construction and Renewable Energy**

##### **Strategic Goal**

Provide quality physical resources and capital improvements to Academy facilities that effectively meet the present and future academic needs of the students. Maximize the synergistic opportunities amongst the different departments and create new paths to improvement. Continue to expand the Academy's efforts in renewable/alternative/green energy initiatives. Create a campus culture that is committed to environmental sustainability and safety at all levels. Maintain safe, secure and compliant facilities. Operations Division will continuously maximize opportunities for student engagement through work study, co-ops, cadet rates (cadet position within the Regiment), and independent study. These opportunities give cadets hands-on experience with facility management, marine operations, building management systems, facility audits, waste management, safety assessments, and energy management to augment their academic programs.

##### **Strategic Rationale**

While it is hoped that the COVID-19 pandemic is in its final stages, all departments in Operations Division will be vigilant and continue to support the Academy's needs for COVID-19 pandemic issues as needed, including but not limited to:

- ☐ Return classrooms to pre-social distancing sizing requirements, removing all signage and barriers.
- ☐ Cleaning requirements in both dorms and academic buildings.
- ☐ Order and provide appropriate PPE equipment.
- ☐ Review and implement COVID-19 guidelines as provided by appropriate authorities having jurisdiction.

All new construction will continue to meet or exceed the U.S. Green Buildings Council LEED Silver standard as applicable. Additionally, MMA's sustainability programs must help meet the goals of Executive Order 594 (EO 594). The campus will continue to install and/or purchase renewable energy, energy and water efficiency measures including reducing consumption, greenhouse gas emission reduction, and green cleaning and purchasing programs.

The Marine Department will ensure that the *T/V Ranger* and numerous small craft such as tugs, barges, motor-whaleboats and monomoys are maintained and ready to support academics. They will ensure the Herring Pond sailing/ship handling facility is activated annually in the spring, including the launching of manned-models, sailing fleet and other support craft to support both DGCE and the Division of Student Services. The Marine Department is also assisting with the pre-arrival requirements of the *Ernestina Morrissey* and external visiting enterprises such as American Cruise Line.

The Camps & Conferences Department will be transitioning to "Projects and Events" over the next year, overseeing and maximizing the cross-functionality opportunities with the other



departments while continuing to incorporate strategic partner development with Athletics and Admissions.

The Office of Safety and Sustainability (OSS) will ensure environmental compliance for the Academy waste minimization, wastewater operations, filing and reporting for the NPDES discharge permit, and use of environmentally friendly processes to conserve water and protect the environment surrounding the Academy. Safety is a main objective of the office to ensure personnel work according to procedures and job requirements. On-the-job safety is provided through campus assessments, monthly training, trade talks, and project analysis. The OSS is geared to achieve a zero-injury outcome for staff, students and visitors through its safety culture encompassing metrics, simplified reporting, communication, and training.



### **Tactical Performance Metrics – Capital Plan**

#### **DCAMM Projects:**

- ☐ Continue to work with DCAMM on new STEM lab building and renovations to Harrington Hall 3<sup>rd</sup> Floor.
- ☐ Reestablish DCAMM 5-year plan deferred maintenance monies.
- ☐ Renovate the Flanagan Building Lecture Hall to improve access and seating and finish south side air conditioning.
- ☐ Develop and incorporate new pier requirements for the 2024 arrival of *T.S. Patriot State II*.

#### **MSCBA Projects:**

- ☐ Fantail upgrade and expansion to be completed in FY2023.
- ☐ Develop a six year plan to upgrade and renovate the dormitories to improve student life and security. Refit all dormitory rooms with latest generation key-card access and continue dorm room renovations to new model.

*MMA 2-Year Voyage Plan (FY 2022 & 2023)*

"This is our watch," Congressman Elijah E. Cummings, MMA'14H

- ☐ Develop the 5<sup>th</sup>-6<sup>th</sup> Courtyard into an outdoor student destination in FY2022.
- ☐ Demolition of the Beachmoor to take place in the fall of 2021 and the newly reconstructed building for cadet housing and conference spaces will open for the fall 2023 semester.

**FY2022 In-House Projects:**

- ☐ Dock electrification for the Schooner Ernestina-Morrissey.
- ☐ Enclose transfer switch building for storage of ambulance and associated Facilities vehicles.
- ☐ Receive and implement new “10 Year Master Plan” for recommended capital improvements and decarbonization.
- ☐ Relocate Aquaculture Lab to the Kelly Power Plant.
- ☐ Replace all of the various electrical and 1<sup>st</sup> generation PV exterior lights with standard latest-generation PV lamps. Acquire grants and rebates as possible.
- ☐ Continue upgrades to the 320 Main St. (Tamarack) property as present facilities/boat house are demolished for new STEM building.
- ☐ Move the Energy Systems Engineering space from Kelly Power Plant temporarily to the existing boat shop.
- ☐ Replace the deck and upgrade stairs at the Keith Hartford Sailing Center.
- ☐ Continue to work with Athletics to renovate and improve athletic facilities.
- ☐ “Frost” 2<sup>nd</sup> deck Kurz windows.
- ☐ Epoxy bleacher and deck floors in the pool area and grout the pool.
- ☐ Reslope the Academy Drive entrance to the football field. Create new curb cut and add similar track material for the new path.
- ☐ Campus-wide window cleaning program.
- ☐ Gymnasium Parking Lot addition.





### **Tactical Performance metrics – FY2022 Operations**

- ☐ Maintain all updated needs in buildings for any Covid-19 pandemic needs.
- ☐ Develop and implement transition plan for moving to 320 Main Street while maintaining a presence on the campus grounds.
- ☐ Implement vehicle program to identify life-cycle of different types of vehicle, replacement schedule, lease/purchase options, EV possibilities and dedicated work vans specifically designed for trades. Acquire vehicles such that the total Academy fleet consists of:
  - 10% zero emission vehicles in 2025.
  - 25% zero emission vehicles in 2030.
- ☐ Increase the total number of electric vehicle charging stations to complement the electric vehicle fleet.
- ☐ Used the following systems to enhance the capture of needed data to maximize limited personnel and financial resources:
  - “School Dude”, the Computerized Maintenance Management System (CMMS) has been populated with all identified mechanical assets. We are maximizing the use of Mojo Work Order Ticket system that is already in place to capture data as we bring School Dude fully on-line.
  - ISSA Cleaning Industry Management Standard (CIMS) to improve cleaning issues as identified in A+ Environments report. A tablet system for executing work orders is being beta-tested with the Administrative Building maintainers.
  - Utilize “Smartsheet” for all construction, C&C exercises, budget reports, janitorial standardization.
- ☐ Develop priority deferred maintenance schedule for campus-wide and individual buildings. utilize Sightlines information as an information reference for current equipment state baseline. This will assist in future budget needs from MMA and DCAMM.
- ☐ Continue to identify HVAC and Energy Management System upgrades.
- ☐ Study the replacement of the cogeneration equipment in the dormitories.
- ☐ Continue to beautify the campus improving landscape features in conjunction with new Master Plan.
- ☐ Develop a plan to improve signage/wayfinding on campus.
- ☐ Clean up pier, remove extraneous material and relocate storage units as appropriate.
- ☐ Create Master Key log protocols.
- ☐ Support pier development projects and marine hydrokinetic research projects. *TS Patriot State II* will require new electrical capabilities and fender requirements.
- ☐ Assist with preparations for *Ernestina Morrissey* arrival.
- ☐ Reduce overall site energy use intensity (EUI):
  - 20% in 2025.
  - 25% in 2030.
- ☐ Evaluate the longevity of the *T/V Ranger* (shaft, exhaust, overhaul engines and keel coolers replacement). Secure any potential grant opportunity to alleviate cost burden.

Massachusetts Maritime Academy  
FY 2022 Deferred Maintenance and Capital Projects

Project	Description Total	Status	Project Total \$136,466,567	BOT/RDF \$14,300,000	Other Funds \$68,497,762	Locally \$1,068,806	Unfunded \$2,600,000
<b>Items Proposed for MMA Capital Funding for FY22</b>							
Dock Electrification (Ernestina)	Electrify dock system for Ernestina	In Progress	\$3,565,250	\$0	\$1,590,000	\$575,250	\$1,400,000
Transfer Switch Garage	Enclose basement for Ambulance and Maintenance vehicles	Planning	\$425,250		\$100,000	\$325,250	
Master Plan/Energy Study	Master plan and decarbonization plan for 10 years and meeting EO 594	In Progress	\$500,000		\$250,000	\$250,000	
Aquaculture Lab	Move Aquaculture to Kelly Power Plant	Planning	\$990,000		\$990,000		
320 Main Street- Phase II	Renovation/roofing of main building	Planning	Pricing from PDR				
Campus Lighting (Forroche)	Complete exterior lighting upgrade to PV	Study	\$400,000				\$400,000
Engineering Maker's Space (1)	Repositioning / outfitting	Study	\$1,250,000		\$250,000		\$1,000,000
<b>Items Proposed for MMA Capital Funding beyond FY22</b>							
			\$35,500,000	\$1,300,000	\$0	\$0	\$34,200,000
Patriot State II Pier Upgrades (2)	Electrical and bollard improvements to pier to accommodate Patriot State II. Study done in FY22 and work completed in FY-23.	Planning	\$22,000,000				\$22,000,000
Cutaway Training Boiler	Transport/Installation Training Boiler	Planning	\$1,300,000	\$1,300,000			
Harrington Phase IIA	Renovate and add new offices in Executive Suite	Planning	\$300,000				\$300,000
Harrington Phase IIB	Lobby and rest rooms	Planning	\$100,000				\$100,000
Harrington Phase IIC	New entrance on Bresnahan side	Planning	\$300,000				\$300,000
Harrington Future Opportunities							
Bresnahan Expansion	Master Plan Phase II	Study	\$10,500,000				\$10,500,000
Gymnasium Modernization	Annual phase	Study	\$500,000				\$500,000
Campus Repaving	Repave roads and lots	Study	\$500,000				\$500,000
Gymnasium Expansion	Master Plan Phase II. New student center / gymnasium expansion	Study	TBD				
<b>DCAMM Projects</b>							
NewRenovated Science Labs	New Classroom/Lab Building	Proposal approved	\$45,701,317	\$10,000,000	\$20,657,762	\$43,555	\$15,000,000
Gym Envelope, Stairs and Roof	DCAMM deferred maintenance	In Progress	\$42,000,000	\$10,000,000	\$17,000,000		15,000,000
Flanagan Air Conditioning	Air condition west half of building	In Progress	\$3,410,947		\$3,410,947		
			\$290,370		\$246,815	\$43,555	
<b>MSCBA (Dorm Authority) Projects</b>							
Beachmoor	New housing / conference space	Pre-Construction	\$49,800,000	\$3,000,000	\$45,800,000	\$0	\$2,000,000
			\$17,800,000	\$500,000	\$17,300,000		
Dormitory Upgrades	Upgrade dorm rooms, heating systems, hallways, ladders, Fanfall expansion, 5th/6th Co. Courtyard redesign. Card access for updated keyless protocols.	In Progress					
Dorms (Bond Bros) (3)	All Companies (6 year project)	1st Company Complete	\$21,000,000		\$21,000,000		
Fanfall (4)	Renovation of Fanfall	In Progress	\$9,000,000	\$2,000,000	\$7,000,000	ED	
5th-6th Courtyard		Currently on hold	\$1,000,000				\$1,000,000
Card Access (5)		Currently on hold	\$1,000,000	\$500,000	\$500,000		\$1,000,000
Misc Renovations	Multi-year renewal plan		TBD				
<b>Annual Deferred Maintenance Projects</b>							
Deferred Maint. Including Dorms	Misc. Projects Yearly Allocation		\$900,000	\$0	\$450,000	\$450,000	\$0

## NOTES:

- (1) \$1.0M Cleared House, waiting for Senate. (Federal)
- (2) MARAD is proposing giving MM Schools \$1.0M each. Covers study.
- (3) \$9.0M from MSCBA Reserves, \$12.0M Bond
- (4) Asking for addl \$1.0 from debt, total MSCBA of \$7.0M
- (5) Asking for \$0.5M from debt

#### **4.7 Exercise Diligent & Effective Oversight of MMA's Financial Performance**

##### **Strategic Goal**

Maintain day-to-day contact with MMA's key financial indicators so that there is constant and regular monitoring of the institution's financial health. Through the reporting structure, this goal also provides early identification of financial deviations that require corrective action and early warnings to the trustees to meet the test of "no surprises."

##### **Strategic Rationale**

While MMA's central mission is the education of students, the mission cannot be fulfilled without concurrently strong financial performance. The president's role is to provide direct oversight and instill in all subordinates this requirement for financial accountability.

##### **Tactical Performance Metrics:**

- ☐ Receive an on-time unqualified audit.
- ☐ Level fund divisional budgets and continue departmental budget self-service training to maintain control on spending.
- ☐ Increase budget monitoring in Operations Division through use of their new software.
- ☐ Maintain 2019 15% discretionary spending cut (maintain 2020 level budget).
- ☐ Continue Trustee monitoring of all investment
- ☐ Keep Board of Trustee updated on budget scenarios, fiscal results due to changing decisions and uncertainty, including use of unrestricted fund balance.
- ☐ Investigate new financial aid model with the intent of keeping out of state tuition competitive in order to meet enrollment goals and keep total cost under \$50K.
- ☐ Continue to keep track of COVID-19 cost, and any Federal, State, and private funding available.
- ☐ Conduct annual risk assessments.



*MMA 2-Year Voyage Plan (FY 2022 & 2023)*

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## 4.8 **Develop and Build MMA's Advancement Priorities**

### **Strategic Goal**

Build upon our existing comprehensive advancement program to continue to engage the MMA community and to continue to develop a pipeline of financial capital.

### **Strategic Rationale**

The continued success of the Academy relies upon the continued cultivation, exploration and expansion of fundraising areas specifically targeted toward meeting the ambitious goals of the Rising Tide initiative. Continued building of on campus personal and departmental relationships focusing on historical and emerging industries while expanding use of social media, marketing, stewardship, and volunteer programs.

**A Rising Tide:** *The \$50M Campaign for Massachusetts Maritime Academy* - the Advancement office will maintain the momentum and bring the homeward run plan for the finish with a coordinated public phase. The campaign is slated to end in July 2025.

### **Performance Metrics for 2022-2024**

The Advancement program at MMA consists of the following; annual giving, leadership giving, yacht and boat donations, stewardship/donor relations, special events and advancement operations.

- Launch public phase of Rising Tide - *The Homeward Run*
  - Identify 12-15 select hosts aligned with national event locations for mid-week VIP event to connect with alumni, industry VIP's, and major donors
  - Create 24-month calendar of opportunities for social media, press releases, mailings
  - Invest in targeted Rising Tide 1-2-minute promotional video
  - Incorporate Rising Tide in everyday conversations and regularly scheduled events (Homecoming, Giving Tuesday, Maritime Day, etc.)
  - Finalize Rising Tide documents to use during donor visits
  - Scrub database in preparation for Wealth Screening submittal and analyze data on receipt beginning in the fall of 2021
  - Conduct prospect assignment sessions throughout Fall 2021 in order to:
    - Assign prospects to President/VP/Staff for cultivation
    - Book minimum of 15 visits per month
    - Report back visit outcomes for entry in Razors Edge
  - Investigate applicability of a MMAF/BOT Public Phase Committee
    - Create expectations and role definitions
- Continued Metrics
  - Continue to create awareness of Advancement functions across campus with roll out of fundraising platforms (Give Butter), donation and acknowledgement requirements, and importance of coordinating targeted asks
  - Seek input from Academy departments for annual fund

- Revisit need for international/national fundraiser position and special events coordinator position
- Identify and book \$3 million in gifts
- Increase giving participation level to 8% and raise over \$200,000 in annual giving funds
- Review approach to student philanthropy on campus, aiming to create a sustainable plan for a four-year rolling program with buy-in across departments
- Implement Signal Vine texting service creating targeted communication plan for giving days to donors
- Work with Student Services to continue education, learning opportunities, and outreach to cadets tied to servant leadership/philanthropy
- Identify robust list of potential foundations
- Host minimum of 6 targeted on-campus outreach friend-raising events per semester
- Continue to work with undergraduate dean to source funding opportunities in academics; target to fund two special projects
- Giving Societies
  - Increase young alumni/donors recurring monthly giving to 100 donors/month at minimum of \$20/month
  - Identify and confirm pledges for at least 3 Admiral Circle Gold Medalists (\$1M)
  - Identify and confirm pledges for 30 Admiral Circle Silver Medalists (\$100,000)
  - Expand recognition levels from three to five expanding to include \$250,000 and \$500,000
  - Review & analyze the potential inclusion of new societies to include monthly and consistent giving
- **Yacht and Boat Donations**
  - Continue to prospect for high value yachts, maintaining or increasing boat value and sales by 5%
  - As appropriate, solicit, review, and accept two international vessels
  - Create a plan for new boat donors to increase engagement with the Academy
  - Continue to import and verify major boat donors into Raiser's Edge; book boat gifts
  - Review and update marketing and outreach materials to align with Academy branding
  - Continue work with IT in developing branded on-line auction process and execute successful auction

## **4.9 Leverage Technology to Enhance Teaching and Learning**

### **Divisional Mission**

Provide effective technology and library services and support to the Academy community which enables and enhances the academic, research, and administrative functions of the Academy.

### **Rationale**

In order to be effective, the Technology and Library Services (TLS) division must maintain existing computer systems while steadily expanding into new areas of technology. The TLS division must position itself to deliver high quality systems and services by providing a computing infrastructure that is standardized, easily managed, and accommodates new technologies and protocols. The TLS division must offer technology and library systems and services that provide tangible value to the Academy community.

The TLS division will adhere to the following principles:

1. Provide service excellence and technical innovation;
2. Provide reliable and secure access to information and technology;
3. Enhance the teaching and learning process with the use of technology;
4. Support the Academy staff's technology needs;
5. Ensure TLS staff expertise and professionalism;
6. Ensure cost effective use of library and technology-based resources.

### **Tactical Performance Metrics**

- ☐ Create and execute a 3-year network security strategy to ensure a safe and secure computing environment. Prioritize the development of a robust Incident Response Plan and the execution of a successful network penetration test.
- ☐ Continue to address the priorities identified by the Physical Campus Security Committee in the areas of door access, emergency phones, building speakers and surveillance cameras to ensure a safe campus.
- ☐ Execute documented system recovery tests, utilizing the capabilities of the colocation, to measure the effectiveness of the system recovery plan.
- ☐ Complete the installation of the campus wireless network by providing coverage in outdoor spaces.
- ☐ Investigate cloud-based virtual desktop (VDI) solutions to determine if there are benefits/cost savings versus the on-premise VDI solution in use.
- ☐ Launch a campus-wide Data Management program, which includes Data Classification, Records Retention and Document Management components.
- ☐ Complete the deployment of a texting solution to improve engagement with prospective students, current students and alumni.
- ☐ Select and implement a course scheduling solution to improve this critical process and a room scheduling system with integrated resource allocation.
- ☐ Investigate and implement software and/or process changes to improve the efficiency of the Accounts Payable operation.
- ☐ Investigate and implement an online "checklist" solution for the onboarding of new students to ensure they complete the necessary steps prior to arriving on campus.



- ☐ Continue to leverage the functionality of the FreshService system utilizing the IT Service Management framework.
- ☐ Develop a strategy for digital signage on campus, which defines the objectives, standards, and roles associated with this technology.
- ☐ Continue to investigate the use of cutting-edge technology for simulation training, such as cloud-based systems, virtual reality (VR), artificial intelligence (AI) and hardware/software virtualization.
- ☐ Continue to grow, improve and market the Mass Maritime Museum and its exhibits.
- ☐ Continue to develop processes to support the use of digital content in the classroom to help reduce the cost of education for our students.
- ☐ Continue to assess online databases, e-book and e-journal for relevancy to the curriculum and add/remove print and digital materials collections, as deemed appropriate.
- ☐ Implement scanning of reserved books and archive materials to provide these materials in a digital format.
- ☐ Complete the development of an Instruction and Outreach Plan to embed library research training in more first-year courses and to better disseminate information about library and research services to faculty.
- ☐ Conduct annual risk assessments of programs, policies and procedures.

