

**FY 2017-2021 Strategic Plan**  
**Progress Report as of June 30, 2018**  
**Executive Summary**

The University of Maryland, Baltimore (UMB) has completed its first assessment of the progress toward implementing the FY 2017-2021 Strategic Plan (the “Plan”) covering the reporting period of July 1, 2016, through June 30, 2018. The Plan, as completed, consisted of six themes and 28 strategic outcomes and was approved in July 2016. Unlike the previous five-year strategic plan, each school and vice president (VP)-led unit was required to create or align their unit plan with the campus’ comprehensive strategic plan. All units completed this alignment activity by June 30, 2017.

The first progress report required each unit to provide a completion status update for each SMART goal selecting one of six possible options and to furnish a statement of progress. The Plan utilizes a continuous framework allowing units to add/modify goals as needed in response to environmental changes. A goal also can be canceled with a valid explanation. After evaluating the data, the following snapshots of progress are listed below:

- The current plan consists of 303 goals distributed across six themes and 28 strategic objectives;
- The seven academic units account for 129 or ~43 percent of all goals; conversely, the eight VP-led units account for 174 or 57 percent of all Plan goals.
- Theme 6 - Efficiency, Effectiveness, and Assessment accounts for 25 percent of all goals attempted, followed closely by the Theme 3 - Student Success (18 percent), Theme 2 - Research and Scholarship (17 percent), Theme 5 - Partnership and Collaboration (16 percent), Theme 4 - Inclusive Excellence (14 percent), and Theme 1 - Health, Justice, and Social Impact (10 percent).
- 289 goals of 303 are currently underway at various stages of completion:

- 28 percent of all goals are completed (100 percent), and the academic units account for 30 percent of the achieved goals;
  - 46 percent of all goals are substantially underway to nearing completion (i.e., 25 percent – 99 percent), and the academic units account for 48 percent of these goals;
  - 21 percent of all goals are preliminarily underway (i.e., 1 percent – 24 percent), and the academic units account for 52 percent of these goals;
  - 4 percent of all goals are not yet underway, and the academic units account for 25 percent of these goals;
  - Less than 1 percent of the goals have been canceled, both of which are in the VP-led units.
- All but one theme (Student Success) have made significant progress (i.e., greater than 60 percent) toward achieving the intended outcomes of the goal;
  - 78 percent of the goals scheduled for completion by FY 2018 are achieved; most of the remaining goals are substantially underway to nearing completion.

The first progress report was a successful one. However, the office of Institutional Effectiveness, Strategic Planning, and Assessment (IESPA) needs to dedicate more time and effort to improve the knowledge management system housing the data by working with the vendor to increase its robustness and ease of use. At the unit level, more considerable attention needs to be directed to developing the measures, metrics, and benchmarks to better evaluate progress for each SMART goal. Additionally, the implementation process requires greater involvement from senior leaders to place the appropriate level of importance on strategic planning and the evaluation of results to inform decision-making. With the preceding efforts, UMB is on a positive path to inculcating strategic planning into its culture.

**FY 2017-2021 Strategic Plan**  
**Progress Report as of June 30, 2018**

The University of Maryland, Baltimore (UMB) is well into its second five-year strategic plan under its current president, Jay A. Perman, MD. The current strategic plan (the “Plan”) covers the fiscal years July 1, 2016, through and including June 30, 2021. This comprehensive strategic plan evolved over an intense six-month period, starting in January 2016. Led by Roger J. Ward, EdD, JD, MSL, MPA, senior vice president for operations and institutional effectiveness, and Clare M. Fraser, PhD, professor of medicine and director of the Institute for Genome Sciences, a team composed of faculty, administrative leadership, staff, and students across the University, and select external stakeholders all contributed to the formation of the current Plan.

Throughout the six months of the Plan’s development, surveys were administered, and town halls and information sessions were held to encourage Universitywide participation in informing the planning process. Working groups and other committees were created to formulate components of the strategy development and assimilate the feedback into a plan to guide the University’s activities over five years. In the end, a comprehensive plan emerged that addressed six broad themes. The broad, strategic themes are: 1) Health, Justice, and Social Impact; 2) Research and Scholarship; 3) Student Success; 4) Inclusive Excellence; 5) Partnership and Collaboration, and 6) Efficiency, Effectiveness, and Assessment. Each theme has an accompanying strategic objective that describes the theme’s purpose and can have up to five strategic outcomes (SO) associated with the theme.

Upon approval of the FY 2017-2021 Strategic Plan by senior University officials and unlike the first five-year plan, each of the seven schools and eight central units was asked to

align its current unit priorities or develop a new plan that calibrated with the University's wide-ranging plan. Plan administrators (i.e., the dean of each school and vice president of each central administrative unit) also were asked to develop their goals in a SMART format. SMART goals are specific, measurable, attainable, realistic, and time-bound. Each goal in a unit plan had to associate to a theme and a corresponding strategic outcome. No other restrictions were imposed on the unit plan administrators. A knowledge management system ("KMS") was rolled out to all Plan administrators to enter their aligned goals, manage the process, and facilitate Universitywide Plan reporting. By January 2018, all units had completed the alignment, and Universitywide implementation of the 2017-2021 Strategic Plan was underway.

In May 2018, Plan administrators were asked to update the status of implementation of their unit goals. As such, information on the completion status and evidence of progress was requested for each SMART goal in their respective plan. What follows is a summary of the Plan and progress of implementation through June 30, 2018, the first comprehensive Universitywide report.

## **Strategic Themes**

### ***Background***

The FY 2017-2021 Strategic Plan contains 303 SMART goals, which are well-apportioned across the six themes. Note that the current plan utilizes a continuous planning framework. As such, units are allowed to add new SMART goals to their plan to accomplish the University's strategic objectives. The leadership's decision to use a continuous planning framework reaffirms its commitment to continuous improvement and supports the affirmation that the strategic plan is a living document guiding UMB's activities over a specified period. The requirement, however, is all new goals added must be attainable before the current Plan's end

date (June 30, 2021). Also, built into this framework, is the ability to cancel goals if they are no longer relevant or attainable due to changes in the institutional environment or for any other valid reason.

***Goals distribution***

The status of the Plan’s implementation as of June 30, 2018, indicates that the most significant number of goals are in Theme 6: Efficiency, Effectiveness, and Assessment with 77 goals or 25 percent of the total, followed by Theme 3: Student Success, with 55 or 18 percent. Theme 1: Health, Justice, and Social Impact accounts for the fewest number of SMART goals, 31 or 10 percent. (See Table 1 for the distribution of the number and percentage of goals across the themes.)

Table 1

*Distribution, number, and percentage of SMART goals across strategic themes.*

<b>Theme</b>	<b>Count</b>	<b>Percent</b>
1: Health, Justice, and Social Impact	31	10.3%
2: Research and Scholarship	50	16.6%
3: Student Success	55	18.2%
4: Inclusive Excellence	42	13.9%
5: Partnership and Collaboration	48	15.9%
6: Efficiency, Effectiveness, and Assessment	77	25.2%
Total	303	100.0%

***Goal distribution by campus unit***

Of the 303 SMART goals in the Plan, the academic units account for 129 (43 percent) of all goals attempted under the Plan; the remaining 174 (57 percent) are distributed across vice president-led units. As one might conclude, the preponderance of goals attempted by the

academic units relates to Theme 3: Student Success with 41 SMART goals. Conversely, the theme with the highest share of goals tried in the VP areas is Theme 6: Efficiency, Effectiveness, and Assessment. All but 15 of the 77 goals are with VP leadership; the operations and planning unit accounts for 33 percent of the goals in Theme 6. The academic units (i.e., School of Dentistry (SOD), graduate (GS), law (CSL), medicine (SOM), nursing (SON), pharmacy (SOP), and social work (SSW)) account for the majority of goals attempted in Theme 2: Research and Scholarship (18), Health, Justice, and Social Impact (17), and Inclusive Excellence (22). The majority of goals in the VP areas addresses Theme 6: Efficiency, Effectiveness, and Assessment (62 goals) and Theme 5: Partnership and Collaboration (32 goals). See Figure 1 for a distribution of goals across units. Note that Figure 2 connotes the distribution among the seven academic units.

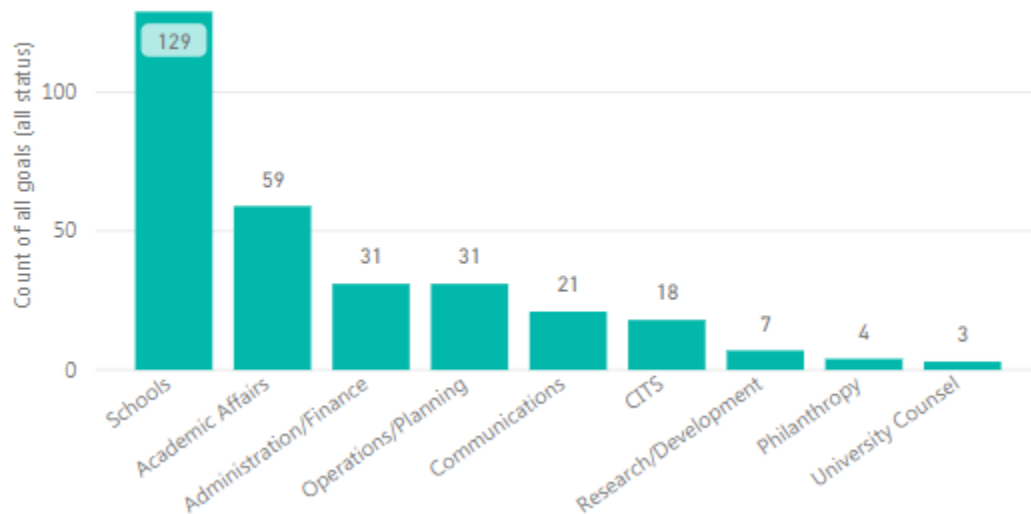


Figure 1. *Distribution of the number of goals attempted across UMB units.*

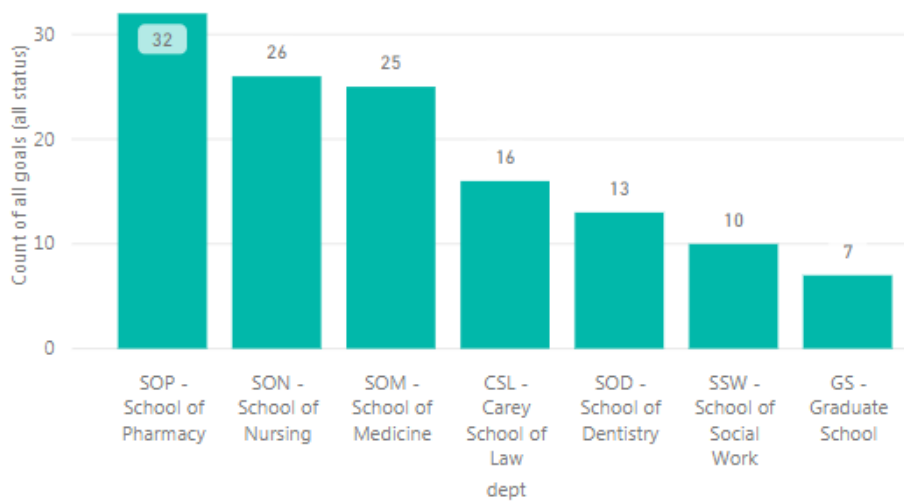


Figure 2. Distribution of the number of goals attempted by the academic units

### ***Completion status***

Each Plan administrator was asked to assign one of seven *completion status* options to each goal in their respective unit. As such, on June 30, 2018, the data reflect that approximately 95 percent of all goals were underway with 60 percent having made significant progress or higher toward fulfilling the stated goal’s objective. Respectively, 86 (28 percent) of the 303 goals are completed, 26 (9 percent) are nearing completion, and 66 (22 percent) have made significant progress. Only 12 (4 percent) are not started, and two goals were canceled by their respective unit due to non-attainability. Of the goals not started, all are scheduled to begin in FY 2019 or later. Of the two goals canceled, one was to be completed in FY 2018 and the other, in FY 2020. See Table 2 for a summary of the completion status of goals across the Plan.

Table 2

*Goals implementation status through June 30, 2018*

<b>Completion Status</b>	<b>Count</b>	<b>Percent</b>
Completed/Achieved (100%)	86	28.4%
Nearing Completion (75%-99%)	26	8.6%
Significant Progress (50%-74%)	66	21.8%
Substantially Underway (25%-49%)	47	15.5%
Preliminarily Underway (1%-24%)	64	21.1%
Not Yet Started (0%)	12	4.0%
Canceled	2	0.6%
Total	303	100.0%

### **Goals by Completion Date**

In submitting goals, each Plan administrator also was asked to assign an *anticipated completion date* for each goal in the KMS. Figure 3 summarizes the number of goals according to the anticipated fiscal year of completion. Of the goals in progress, 86 have been judged as fulfilled by Plan administrators.



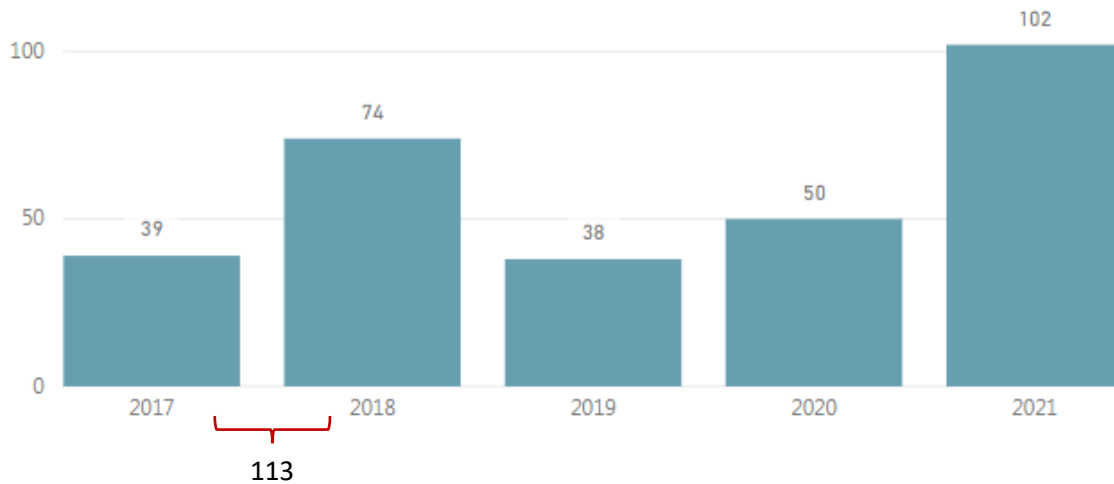


Figure 3. *Distribution of the number of goals regardless of status by fiscal year.*

It is important to note that several goals were completed *before* their originally scheduled *anticipated completion date*. For example, by Fiscal Year (FY) end 2018 or June 30, 2018, UMB anticipated that 113 goals would be achieved. However, several of the goals completed had originally scheduled anticipated end dates that extended *beyond* FY 2018. Figure 4 below summarizes the number of completed goals by their given anticipated end date.



Figure 4. Completed goals by their anticipated fiscal year completion date.

The data also reflect that of the 113 goals expected to be fulfilled by the end of FY 2018, 63 (56 percent) goals were completed, and 40 (35 percent) goals were substantially underway to nearing completion. One also can conclude that 32 (82 percent) of FY 2017 and 31 (42 percent) of FY 2018 goals were completed as scheduled, and 23 (12 percent) of the goals in subsequent years were completed ahead of schedule. Figure 5 illustrates the allocation of the 113 goals with an anticipated completion date of FY 2018 by their actual completion status as of June 30, 2018. Figure 6 indicates goals with an anticipated date of completion by FY 2018 by their distribution across themes. Figure 7 illustrates the completion status attributable to the academic units; whereas Figure 7a represents completion status for the VP-led units. For example, the data in

Table 3a shows the completion status of all goals across the entire Plan, and Table 3b summarizes similar data but by themes. The academic units account for 26 of 86 goals completed, 10 of 26 nearing completion, etc. Conversely, the VP-led units account for 60 of 86 goals fully achieved, 16 of 26 nearing completion, and so on. In summary, Figure 7b illustrates all SMART goals across the fiscal years by their actual completion status as of June 30, 2018.

Table 3a

*Completion Status Counts by Unit Type through June 30, 2018*

Unit Type	Completed	Nearing Completion	Significant Progress	Substantially Underway	Preliminarily Underway	Not Yet Started	Canceled
Academic Units	26	10	35	22	33	3	0
VP-Led Units	60	16	31	25	31	9	2
Total	86	26	66	47	64	12	2

Table 3b

*Completion Status Counts by Theme through June 30, 2018*

Theme	Completed	Nearing Completion	Significant Progress	Substantially Underway	Preliminarily Underway	Not Yet Started	Canceled
1: Health, Justice & Social Impact	6	6	8	4	6	1	
2: Research & Scholarship	16	5	9	9	9	1	1
3: Student Success	14	4	11	10	15	1	
4: Inclusive Excellence	14	3	9	5	8	3	
5: Partnership & Collaboration	12	1	17	7	9	1	1
6: Efficiency, Effectiveness & Assessment	24	7	12	12	17	5	
Total	86	26	66	47	64	12	2

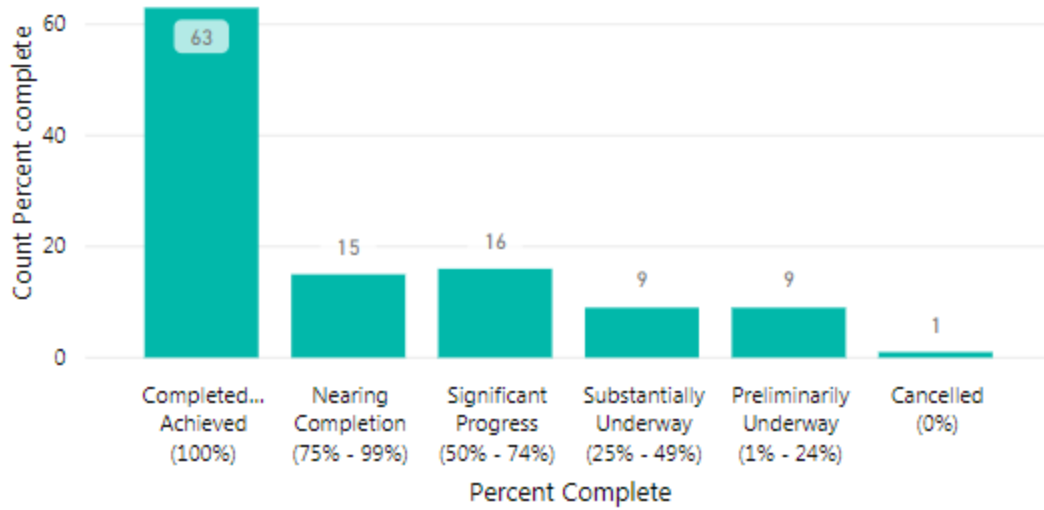


Figure 5. The actual status of goals with an anticipated completion date through FY2018

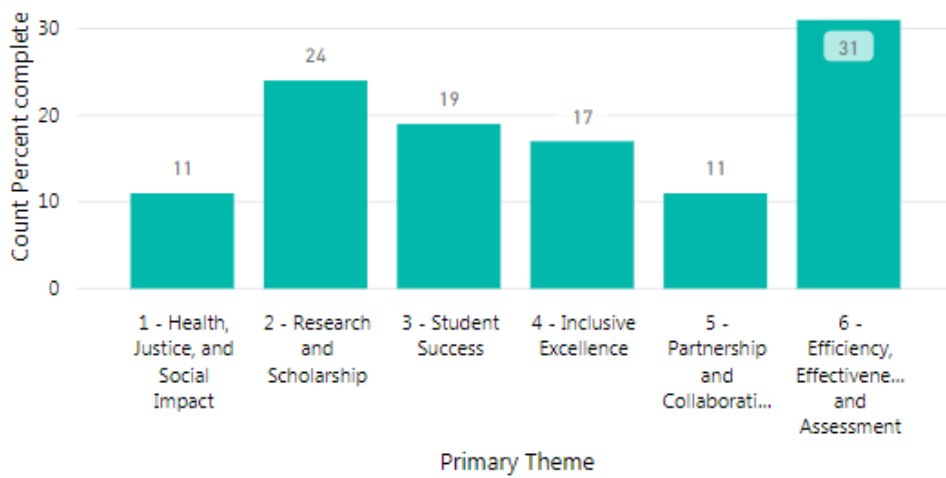


Figure 6. Distribution of goals with an anticipated completion date through FY2018 by themes

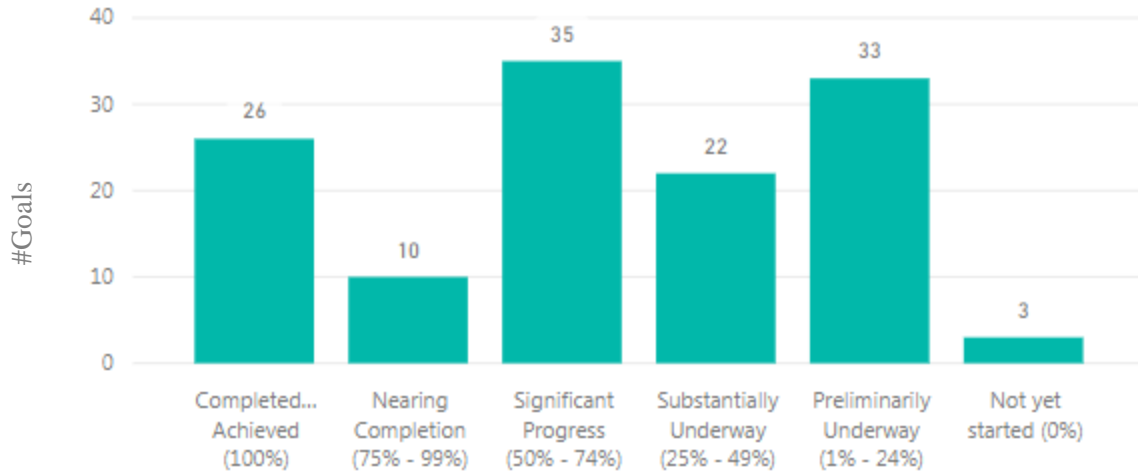


Figure 7. Completion status of goals across the academic units as of June 30, 2018.

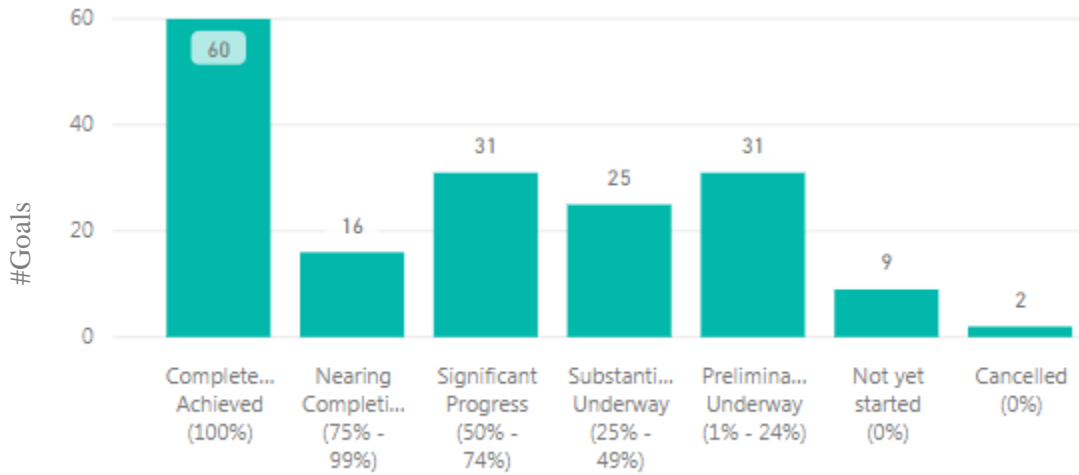


Figure 7a. Completion status of goals across the VP-led units as of June 30, 2018.

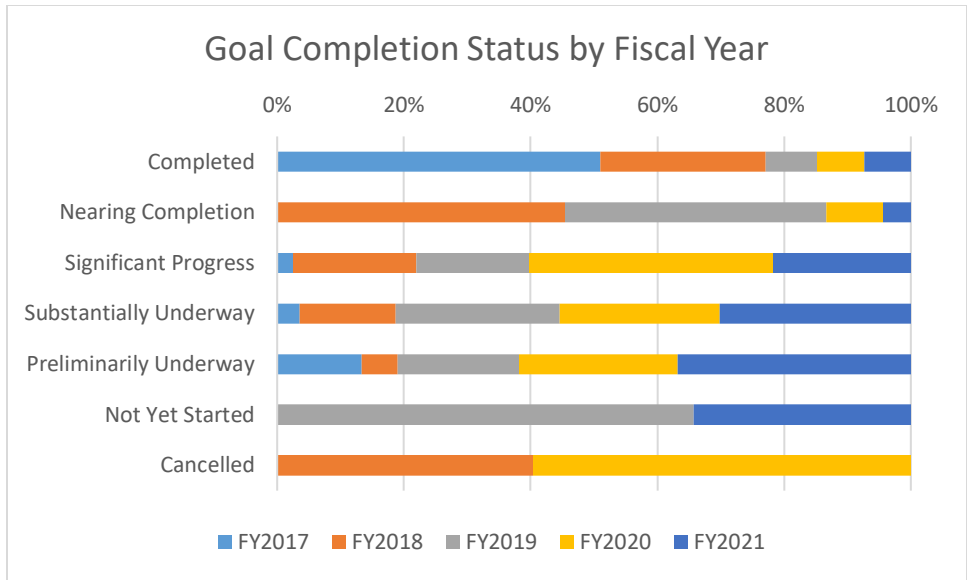


Figure 7b. Actual completion status of all goals by fiscal year.

### Goals in progress

Currently, 289 goals are underway at varying levels of completion. Of the 289 goals in progress, 126 are in the academic units, and the remaining 163 goals are in VP-led units. The distribution of these goals by unit type (i.e., academic unit or VP-led unit) with the anticipated fiscal year of completion is illustrated in Figures 8 and 9, respectively.

Primary Theme	2017	2018	2019	2020	2021	Total
1 - Health, Justice, and Social Impact	2	2		3	9	16
2 - Research and Scholarship	3	5		3	7	18
3 - Student Success	4	8	3	10	15	40
4 - Inclusive Excellence	1	7		1	12	21
5 - Partnership and Collaboration			2	4	10	16
6 - Efficiency, Effectiveness, and Assessment	1	6	4	1	3	15
<b>Total</b>	<b>11</b>	<b>28</b>	<b>9</b>	<b>22</b>	<b>56</b>	<b>126</b>

Figure 8. All *academic unit goals by theme and anticipated fiscal year completion date*

Primary Theme	2017	2018	2019	2020	2021	Total
1 - Health, Justice, and Social Impact	3	4	3	2	2	14
2 - Research and Scholarship	9	6	4	4	7	30
3 - Student Success	1	6	2	3	2	14
4 - Inclusive Excellence	4	5		4	5	18
5 - Partnership and Collaboration	4	7	5	8	6	30
6 - Efficiency, Effectiveness, and Assessment	7	17	10	6	17	57
<b>Total</b>	<b>28</b>	<b>45</b>	<b>24</b>	<b>27</b>	<b>39</b>	<b>163</b>

Figure 9. All *non-academic unit goals by theme and anticipated fiscal year of completion date*

***In process goals by theme and strategic outcomes***

**Theme 1.** Health, Justice, and Social Impact accounts for 30 (10 percent) of all active SMART goals cross all themes. SO 1.2 accounts for the largest number goals attempted with 13 (43 percent), the focus of which is on the University’s engagement with local and global communities to address systemic problems, closely followed by SO 1.3 with 11 (37 percent).

Figure 10 illustrates active goal distribution by the anticipated fiscal year of completion.

Identify PRIMARY Strategic Outcome to which the SMART goal relates	2017	2018	2019	2020	2021	Total
1.1 - A strong relationship with the Baltimore community in which UMB is viewed as a local resource and trusted partner by its residents		1	1			2
1.2 - A focused leveraging of institutional expertise and knowledge to tackle systemic problems impacting local and global communities	3	3	2	1	4	13
1.3 - A demonstrated commitment by leadership at every level of the institution that positions UMB as an anchor institution at the forefront of finding solutions to local and global health disparities and social injustices	1	2		3	5	11
1.4 - A University environment that encourages the use of evidence to measure and document impact of UMB's health, legal, social work programs				1	1	2
1.5 - A University culture that values and rewards its faculty, staff, and students for achievements in local and global community engagement	1				1	2
<b>Total</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>11</b>	<b>30</b>

Figure 10. *Theme 1 SMART goals by strategic outcome and anticipated fiscal year completion date*

**Theme 2.** Research and Scholarship contain 48 SMART goals. Non-academic units account for 30 (63 percent) of all goals in this theme. Priority emphasis is on the fulfillment of SO 2.1 – “Strategic investment that enhances the core research infrastructure allowing UMB to achieve its research goals and compete more successfully for extramural funding” – accounts for almost 50 percent of the goals attempted. The next highest undertaking in this theme is SO 2.2, which addresses attracting and retaining the best talent to accomplish the University’s priorities in research and scholarship. Figure 11 illustrates the distribution of SMART goals across the strategic outcomes by fiscal year of anticipated completion.



Identify PRIMARY Strategic Outcome to which the SMART goal relates	2017	2018	2019	2020	2021	Total
2.1 - Strategic investment that enhances the core research infrastructure allowing UMB to achieve its research goals and compete more successfully for extramural funding	8	7	1	4	3	23
2.2 - An environment that attracts and retains the best educators, scientists, scholars, clinicians, and entrepreneurs across all disciplines	3	3	1	2	4	13
2.3 - Additional interdisciplinary centers of excellence that fully leverage the expertise of the UMB faculty across schools and programs					1	1
2.4 - A productive discovery-to-delivery research model that serves as a catalyst for economic development	1		1		2	4
2.5 - An increase in sponsored research funding that bolsters UMB's standing as a first-class public research university				1	3	4
2.6 - A robust and dedicated research agenda related to UMB's community engagement activities		1	1		1	3
<b>Total</b>	<b>12</b>	<b>11</b>	<b>4</b>	<b>7</b>	<b>14</b>	<b>48</b>

Figure 11. Theme 2 SMART goals by strategic outcome and anticipated fiscal year completion date

**Theme 3.** Another noticeable source of focused University activity relates to the advancement of strategic outcomes in Theme 3: Student Success with a total of 54 SMART goals attempted across five strategic outcomes. Academic units account for 40 (75 percent) of all goals attempted in this theme. SO 3.2 tops the number of goals attempted in this theme with 21 active SMART goals underway targeting “policies and practices that encourage and support innovation and experimentation with emerging approaches to teaching and learning.” Fifteen goals relate to SO 3.5, which emphasizes the development of innovative curricular improving students’ access to and knowledge of greater opportunities within their selected career paths. Figure 12 illustrates the distribution of all active SMART goals across Theme 3.

Identify PRIMARY Strategic Outcome to which the SMART goal relates	2017	2018	2019	2020	2021	Total
3.1 - Academic programs and offerings that are affordable and accessible to Maryland's residents of all races, ethnicities, and income levels	1			3	5	9
3.2 - Policies and practices that encourage and support innovation and experimentation with emerging approaches to teaching and learning	1	10	2	4	4	21
3.3 - A demonstrated commitment to interdisciplinary faculty development to spotlight, celebrate, and scale exemplary pedagogical approaches	1	1		1	1	4
3.4 - Experiential learning opportunities that allow a greater number of students to integrate their education with activities promoting leadership and advocacy skills				4	1	5
3.5 - Innovative curricular and co-curricular initiatives that multiply pathways to diverse careers and leadership opportunities inside and outside of academia	2	3	3	1	6	15
<b>Total</b>	<b>5</b>	<b>14</b>	<b>5</b>	<b>13</b>	<b>17</b>	<b>54</b>

Figure 12. Theme 3 SMART goals by strategic outcome and anticipated fiscal year completion date

**Theme 4.** Inclusive excellence accounts for 39 (13 percent) of all active SMART goals across all themes. SO 4.1 accounts for the largest number goals attempted with 18 (46 percent), the focus of which is on the University's engagement with local and global communities to address systemic problems, closely followed by SO 4.4 with 14 (37 percent). Figure 13 illustrates active SMART goal distribution by the anticipated fiscal year of completion.

Identify PRIMARY Strategic Outcome to which the SMART goal relates	2017	2018	2020	2021	Total
4.1 - Opportunities at UMB that enable faculty, staff, and trainees to excel and advance in their careers	3	6	2	7	18
4.2 - Faculty, staff, trainees, and students who are culturally competent in their engagement with each other and those they serve and lead		2	2	1	5
4.3 - Access to a comprehensive support network at UMB that is responsive and nurturing in promoting work-life and academic-life balance for faculty, staff, trainees, and students				2	2
4.4 - An inclusive environment that embraces, celebrates, and promotes UMB's diversity	2	4	1	7	14
<b>Total</b>	<b>5</b>	<b>12</b>	<b>5</b>	<b>17</b>	<b>39</b>

Figure 13. Theme 1 SMART goals by strategic outcome and anticipated fiscal year completion date

**Theme 5.** Partnership and Collaboration account for 46 (16 percent) of all active SMART goals across all themes. SO 5.3 accounts for the largest number goals attempted with 18 (39 percent). The focus of SO 5.3 is to use UMB’s role as an anchor institution to form sustainable relationships with the surrounding communities to catalyze community empowerment. Figure 14 illustrates active goal distribution by the anticipated fiscal year of completion.

Identify PRIMARY Strategic Outcome to which the SMART goal relates	2017	2018	2019	2020	2021	Total
5.1 - Productive and mutually beneficial relationships with USM institutions, business, government, K – 12 education, arts, and others, to advance Baltimore and Maryland's economic goals		1	1	6	3	11
5.2 - A strategic partnership with University of Maryland College Park that can be viewed as a regional and national model of collaboration between distinct institutions with complementary missions	2	1	1	1	3	8
5.3 - An effective partnership, as a Baltimore City anchor institution, with surrounding communities resulting in meaningful and sustainable educational, employment, and economic opportunities that serve as a catalyst for community empowerment	2	5	4	5	2	18
5.4 - Wide recognition as a thought-leader and state-wide resource on policy and legislative initiatives aimed at improving the health, legal, and social wellbeing of Maryland's residents			1		8	9
<b>Total</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>12</b>	<b>16</b>	<b>46</b>

Figure 14. Theme 5 SMART goals by strategic outcome and anticipated fiscal year completion date

**Theme 6.** Efficiency, Effectiveness, and Assessment has, as aforementioned, the greatest number of in-progress goals with 72 SMART goals. Based on the data, Strategic Outcome 6.2, which concentrates the University’s efforts on utilizing “best business and operating practices to realize greater efficiency and effectiveness,” accounts for 34 (~47 percent) of the goals attempted in this theme. SO 6.1 follows with 20 stated goals. SO 6.1 addresses the utilization of assessment

methodology and the use of data to inform decision-making. Figure 15 illustrates the distribution of goals for Theme 6 by the anticipated completion date across all units.

Identify PRIMARY Strategic Outcome to which the SMART goal relates	2017	2018	2019	2020	2021	Total
6.1 - Schools and administrative units with enhanced measures to evaluate the effectiveness of their programs and that use data to inform improvements	5	10	2	1	2	20
6.2 - A University that is perceived, internally and externally, as an institution that uses best business and operating practices to realize greater efficiency and effectiveness in the stewardship of its resources	3	7	7	3	14	34
6.3 - A philanthropic identity that includes a culture of giving which augments and complements UMB's other resources and supports the strategic needs of the university and its schools		1	1		2	4
6.4 - An institutional effectiveness program that routinely disseminate key organizational data to promote transparency and inform decision making		5	4	3	2	14
<b>Total</b>	<b>8</b>	<b>23</b>	<b>14</b>	<b>7</b>	<b>20</b>	<b>72</b>

Figure 15. Theme 6 SMART goals by strategic outcome and anticipated fiscal year of completion

In summary, the completion status of goals across themes is illustrated in Figure 15a below. As the data reflect in this snapshot, Theme 4 – Inclusive Excellence leads the way with 36 percent of all its goals completed followed closely by Themes 2 (Research and Scholarship) and Theme 6 (Efficiency, Effectiveness, and Assessment), each with 33 percent status equal to “Completed/Milestone Achieved.”

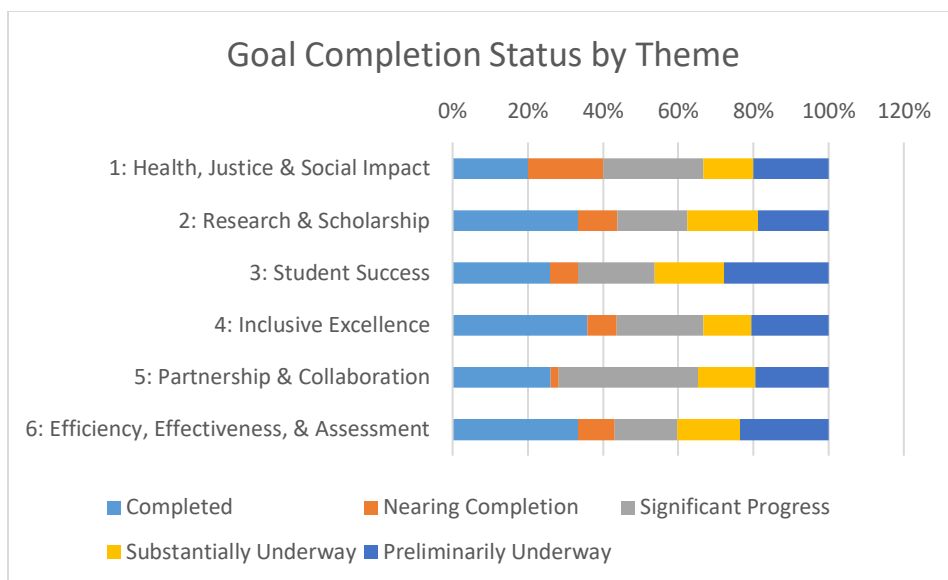


Figure 15a. Status of goals by theme and completion status by percentage of total

### Specific Goals and Progress Attained

A sampling of specific goal progress by completion status and the submitting unit is provided below, along with some select statements of progress to date. Note that each goal proceeds with the theme and strategic outcome number for easy reference. (See Appendix for the entire Plan organized by theme and strategic outcome.)

#### *SMART goals with the status of Complete/Milestone Achieved (100 percent)*

##### *Academic Units*

- 6.1: Develop strategies for a “cultural or environmental” change throughout UMSON to better utilize data analytics as a tool to aid in decision-making (SON).
  - We have successfully launched a "cultural" transformation of the School of Nursing by embracing the use of data analytics to inform decision-making across all areas of the school. Over the past year and a half, the emphasis on data-based decisions has guided how we have approached the student achievement gap, how the communications team evaluates the value of our marketing efforts, and our ongoing efforts to develop our grants process to that it can feed our research enterprise with a steady infusion of financial support.

- 4.1 - Identified opportunities for faculty and staff knowledge enhancement by establishing five minimum standards for efficient communications, business processes, and use of technology (SON).
  - Standards have been set with respect to adherence to the University's core values and underscored by professional development opportunities for faculty and staff related to difficult conversations and implicit bias. For example, Safe Space training has been offered as part of inclusivity for the LGBTQ community, among other progress to date.
- 3.5 - EDUCATION: By 2021, establish 2 new programs and/or certificates in emerging areas of health care (SOP);
  - Established the Healthcare Quality Program, and the Pharmacy Technician Certificate Program I.
- 3.5 - Created a Master's Degree in Homeland Security Crisis Management online and enroll no less than 10 students in the initial cohort (CSL).

***VP-Led Units***

- 2.1 - Hired the executive director of Internal Affiliate Support by August 2017 to support research activities primarily within the Maryland Global Initiatives Corporation (MGIC), and implement the new business model for the working relationship of this position and IHV/in-country sites by August 2018 (Administration & Finance).

- 6.2 - Executed a strategy to increase substantially opportunities for UMB faculty and staff to provide policy expertise and testimony to the Maryland General Assembly (Communications and Public Affairs (CPA)/Government and External Affairs).
- 6.1 - Benchmarked the HS/HSL against comparable libraries using the Association of Academic Health Science Libraries survey for FY17, and other appropriate surveys by September 2017 (Academic Affairs/HS-HSL).
- 5.1 - Collaborated with colleagues at USM institutions, other Maryland higher education institutions, and K–12 schools to leverage collective buying power (CITS).

**SMART goals with the status of Nearing Completion (75-99 percent)**

*Academic Units*

- 4.2 - Create a setting to foster increased global literacy, connect UMB students with meaningful opportunities abroad, and provide opportunities for students from other countries to interact with UMB by August 2020 (GS).
  - Created a semester-long study abroad experience in Costa Rica, which culminates in a certificate degree in Global Health Innovation;
  - We are developing an exchange program and degree collaboration with Coventry University in the United Kingdom.
  - Created a certificate program in Intercultural Leadership to help enhance the cultural competency of students, faculty, and staff. The certificate program is awaiting approval by MHEC and will be a collaboration with faculty in Intercultural Communications department at UMBC.
- 6.1 - Working with UMSON leadership, determine what data is currently collected, how it is collected, and what it is used for; determine what data should be collected for what purposes and where that data resides (SON).

- 2.2 - By 2018, establish one new center in a critical research focus area (SOP).
  - The “Metallotherapeutics Research Center” was founded in early 2018 (<http://www.pharmacy.umaryland.edu/centers/metallotherapeutics/>). The kickoff for the center began with a workshop jointly organized by UMB and UMCP faculty. As the center is newly established, it aims to submit its request to be recognized as a UMB Organized Research Center in early 2019. Planning for programmatic funding will start shortly after.

***VP-Led Units***

- 2.2 - Increase the number of endowed faculty chairs and professorships at UMB by 15 by the conclusion of the capital campaign (Development/Philanthropy).
  - 11 new endowed professorships have been established with new funding since July 1, 2016. With two+ years remaining in the campaign, we should exceed the goal with relative ease.
- 1.1 - By fall 2018, develop an approach and implement a process to continuously seek community consultation and feedback on UMB programs and services serving West Baltimore residents (CPA/Community Engagement).
- 6.1 - Establish the University Accreditation and Assessment Committee to coordinate cross-functional and inter-unit activities related to Middle States Commission on Higher Education accreditation and to share best practices (Operations & Planning [O&P]/Institutional Research, Strategic Planning, and Assessment).

***SMART goals with the status of Significant Progress (50-74 percent)***

***Academic Units***

- 2.2 - Increase number of endowed professorships - Through fundraising, obtain two additional endowed professorships by 2020 (CSL).
  - As of June 2018, we have a \$5 million pledge for one endowed professorship in Consumer Law.



- 1.3 - Advance health and social equality, foster interprofessional collaboration, and support innovation and entrepreneurship by July 2017 (GS).
  - The Graduate Research Innovation District – better known as “the Grid” - had its grand opening on Dec. 7, and since then we've had 4,262 students, faculty, staff, startups and community members walk through our doors to attend workshops and meetings, get advice on small business development or legal issues, or just grab a cup of coffee from the cafe and take advantage of our co-working space.
  - Our upcoming Master of Science in Health in Social Innovation was approved by MHEC this spring and will launch in the fall of 2019. This program offers students the opportunity to explore principles of innovation, entrepreneurship, and design-thinking to solve complex health and social challenges.
  - Planning for the program is underway, and many of the concentrations are collaborative. For example, we're working with the University of Baltimore on a concentration on User Experience, and IMET on a concentration in biomedical entrepreneurship.
  
- 1.3 - Establish a strong population health program in West Baltimore, in partnership with the University of Maryland Medical Center, to understand and positively affect the health of our neighbors (SOM).
  - Expanded the Program in Health Disparities and Population Health in the Department of Epidemiology and Public Health (HDPH). HDPH co-directors and faculty affiliates are engaged in community-based pop health research in West Baltimore.

***VP-Led Units***

- 3.1 - Expand student support services in areas of demonstrated need and demand by June 30, 2021 (AA/Academic and Student Affairs).
  - Significant progress has been made on the establishment of a testing center for students: permanent location identified for the testing center in the SMC lower level;
  - In fall 2018, a full-time testing center coordinator will be hired, and the testing center will be expanded (i.e., hours of operation, serve all seven schools at UMB). Preliminary work (e.g., review of student hourly pay, professional development plan created for CLS student employees for 2018-2019,

collaborate with the AVP for enrollment administration and the University registrar to study the needs of student employees) has occurred on a division-wide level to engage with students employed in Campus Life Services;

- Created online student affairs programming piloted with Shady Grove students who participated in the President's Student Leadership Institute.
- 6.4 - Using the Compliance Matrix, review the compliance laws and regulations to ensure any changes are reflected, and add the regulations to VIBE. The initial review will occur in the first quarter with updates completed by the third quarter FY2018 (O&P/Research and Compliance).
- 5.1 - Pursue neighborhood investment strategy with Pugh administration through the development of a partnership between UMB and the mayor (CPA/Government & External Affairs).
  - Government affairs secured \$4 million for UMB Community Engagement Center through the Seed Community Development Anchor Institution Fund. The funding shall be used as a grant to UMB for the acquisition, planning, design, construction, expansion, repair, restoration, reconstruction, or capital equipping of the UMB Community Engagement Center. Government Affairs continues to support the efforts of community affairs by assisting in the implementation and highlighting their work. UMB Government Affairs continues to support the University's Live Near Your Work Program.

## *SMART goals with the status of Substantially Underway (25-49 percent)*

### *Academic Units*

- 1.2 - Promote patient-centered care and excellence at every point of care in all faculty practices and hospital settings.
  - As a result of our focused efforts, two bills passed at state level re: transplantation; Program for Excellence in Patient-Centered Communication (PEP).
- 4.1 - We will be an academic leader in our investment in the professional development of our staff (SOD).
  - Process established for tracking the number of formal training and development programs for faculty. Data is being collected and will be evaluated for progress toward the goal.
- 6.2 - Identify and develop new areas of workforce expertise that are needed to support UMSON by cataloging trends and opportunities in technology and teaching that can improve the effectiveness and efficiency of the academic enterprise (SON).
  - Have created opportunities for faculty development to enhance teaching and learning in online environments.

### *VP-Led Units*

- 1.3 - Expand the development of the UM BioPark with retail, housing, and 10 new tenants (Research and Development [R&D]).
  - UM BioPark currently hosts 42 companies and institutes and has over 1,000 people working here each day. Fifteen new tenants have joined the UM BioPark community since March 2017. The majority of these are located in the Lion Brothers Building that opened in November 2017.
  - To date, the UM BioPark has not developed housing. We are anticipating a future project may develop on the UM BioPark Gateway site (north side 700 block W. Baltimore St.) or in conjunction with a future hotel. A private company, LaCite, will have over 260 residential rental units available for lease in early fall. These

housing units border the western boundary of the UM BioPark and will contribute to the amenities and quality of life in our area.

- 6.2 - Evaluate number, categories, and sources of legal advice and dispute matters; assess workload of office and timeliness of work product, and sufficiency of Office and OAG resources to identify and meet UMB needs promptly (University Counsel).
  - Methodology devised and beta tested to extract the number, categories and sources of advice and dispute matters that comprise office workload by fiscal year. The report has been generated for FY 2017 and FY 2018.

***SMART goals with the status of Preliminarily Underway (1-24 percent)***

***Academic Units***

- 4.3 - Alumni participate in 30 percent of student- or school-sponsored events per year (SOP).
  - Baseline data were gathered for the 2016-2017 academic year, so the 2017-2018 academic year data still needs to be evaluated to determine the level of achievement toward 30 percent in the SMART goal. A total of 50 alumni participated in the events in 2016-2017.
- 5.1 - Increase total funding support in the form of subcontracts to local and Maryland-wide agencies as partners in social work projects to improve health care and educational services and foster social justice (SSW).
  - The SSW will develop a system for collecting data on the amount of funds disbursed per year in local subcontracts in the state of Maryland
- 3.5 - Develop and implement at least one targeted initiative per academic program that supports the achievement of student success.

## *VP-Led Units*

- 2.1 - Increase the efficiencies of researchers by training 50 faculty and staff in ORD operational areas (R&D).
  - Since establishing the Office of Industry Alliances (OIA) in the first quarter of FY 2017, OIA has met with approximately 75 faculty members including deans, department chairs, and the leadership of UMB institutes, centers, and divisions to introduce OIA and its role in supporting their individual areas of expertise and scientific interest. OIA has attended five scientific and trade conferences during which the UMB value proposition for collaborative work has been articulated directly to approximately 50 industry representatives. In addition, OIA has met with representatives of 20 scientific companies in Maryland.
  
- 6.2 – Create and implement a sustainable division-wide, as well as unit-specific, diversity event series. The series will include two to four events per fiscal year, with the first series concluding June 2021 (A&F).
  - A director was hired in June 2018 to coordinate a departmentwide customer service program. Identified is creating a climate survey of A&F customers to obtain a baseline of data concerning areas for improvement, actions that need to cease, and suggestions for efficiency. A timeline of the program development and implementation is actively developed. This customer service program is being planned in coordination with the professional development plans within A&F. It is anticipated that many needs of an effective and efficient customer service program will require additional staff orientation, training, and professional development.
  
- 6.2 – Complete a full business process review of the talent acquisition business process and implement process improvements (O&P/Human Resources).
  - Phase 1 has been completed, and goal completion date will be re-evaluated upon the purchase and implementation of the new HR Management System.

## ***SMART goals with the status of Not Yet Started (0%)***

### ***Academic Units***

- 3.5 - Assess effectiveness of expanded programs through analysis of outcomes to determine the efficacy of student success initiatives. Close the loop to ensure continuous improvement and expand initiatives further after analyses (SON).
  - This goal builds upon other efforts and is scheduled to launch in 2019. It will provide an ongoing assessment of those initiatives for enhancing student success that are developed based on analyses of student achievement related data on a program by program basis. The pilot program with respect to CNL students (detailed under another goal) has launched ahead of schedule and it will become the first initiative to be reviewed for further improvement and expansion under this goal.
- 4.3 - COMMUNITY: Develop one enduring outreach activity supported by SOP faculty, staff, students, and alumni (SOP)
  - Discussions have been started with the PATIENTS program as a potential venue for sustained activity by the SOP community but no concrete plans have been established to start coordinating participation for specific events by members of the SOP community.

### ***VP-Led Units***

- 5.3 - Create an outreach program to assist small nonprofits within the Baltimore community with education on grants and contracts (R&D).
  - No progress has been made on this goal to date. SPA will begin the process of working with the BioPark staff to determine which companies may be helped by UMB assistance.
- 6.1 - Administer a Center for Information Technology Services (SITS) satisfaction survey in fall 2018 and in fall 2021 and every third year thereafter, to assess the degree to which faculty, staff, and students are satisfied with the array of services provided by electronic systems and staff operations so that we can identify areas in which we are succeeding,

point to the services we need to improve, and highlight the areas in which we need to offer new services (CITS).

- This goal will be initiated in fall 2018.

### ***SMART goals with the status of Canceled***

The following two goals have been canceled at the discretion of the respective Plan administrator.

#### **VP-Led Units**

- 5.1 - To better support our partner K-12 public schools, UMB will engage with three city schools in West Baltimore to reduce the number of suspensions by 25 percent by 2020 (CPA/Office of Community Engagement).
  - This goal was determined to be outside of the scope of UMB's authority, and influence on factors that contribute to the problem was determined to be too diffuse. For example, the quality of instruction and leadership within schools, the level of poverty experienced by the school's students, the educational attainment of the students' guardians, and the safety of staff and students before and after school are all factors that impact school performance and student behavior.
- 2.1 - Partner with Elsevier Publishing to develop and present a national workshop/symposium on research intelligence (AA/HS-HSL).
  - Elsevier went through a reorganization and decided not to pursue this project.

### **Discussion**

The Office of Institutional Effectiveness, Strategic Planning, and Assessment (IESPA) has made significant progress in fostering effective Plan implementation efforts across the University. Plan administrators (or their representatives) have participated in information and training sessions to learn how to create SMART goals and utilize the KMS, both to comply with

the requirements for periodic reporting and, if useful, to manage implementation within their respective unit.

Currently, however, few units are using the KMS to *manage* implementation. IESPA will incorporate a greater emphasis in its planning efforts on working with Plan administrators to improve their facility with the KMS. Informal feedback suggests that the KMS is not robust or user-friendly. The IESPA unit will continue to work with the vendor to improve its functionality and ease of use. IESPA also has invested in a complementary application for the visualization of the data, Microsoft© Power BI, to encourage higher data utilization in leadership decision-making. Most all of the visual data in this report is generated in Power BI.

In reviewing the SMART goals in the KMS, greater attention must be directed toward improving their construction. Some SMART goals lack specificity particularly concerning the measures, metrics, or benchmarks to determine progress. Often these goals are expressed in qualitative terms, i.e., “to be premier in...” but without *what* efforts to achieve the status. Efforts to develop key performance indicators (KPI) at the institutional level, where appropriate, may suggest the next steps in improving goal development and reporting. IESPA also could consider working with Plan administrators to develop unit-specific KPIs to assess broad initiatives, and measures at the goal level.

The informal feedback also suggests that Plan administrators feel they do not have enough time to manage implementation as a formal process. Also, few units have discussions on Plan execution as an official leadership exercise periodically. One issue the management literature supports is that senior leadership often oversees the development of the strategic plan but become less invested in its execution leaving the execution, assessment, and promotion of strategy to mid- or lower level managers (Aleong, 2018). The need to plan, implement, evaluate



and modify the Plan and its tactics periodically are necessary criteria to keep University leaders focused on outcomes and continuous improvement. Moreover, it is essential that leaders continue to emphasize and promote the Plan as a valuable institutional process and relevant to the achievement of university priorities (Mintzberg, 1994; Uzarski & Broome, 2018). In this regard, IESPA must explore options and implement them to keep the Plan and its goals in the forefront of our institutional decision-makers and present them for consideration and action.

In summary, the first reporting process has been a successful one. 96 percent of all strategic goals are underway with 59 percent having made substantial progress fulfilling the deliberate strategy. With more attentive consideration for ways to improve Plan execution, and summarize and learn from the results, UMB is on the way to effectively incorporate strategic planning into its organizational culture to advance its mission.

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## Appendix

### UMB Strategic Plan: FY2017 – FY2021

#### **Theme 1. HEALTH, JUSTICE, AND SOCIAL IMPACT**

**Strategic Objective:** *Deepen and expand local and global engagement by providing health, legal, and social work programs, and engaging in research to promote social justice and improve health*

##### Strategic Outcomes:

1. A strong relationship with the Baltimore community in which UMB is viewed as a local resource and trusted partner by its residents.
2. A focused leveraging of institutional expertise and knowledge to tackle systemic problems impacting local and global communities.
3. A demonstrated commitment by leadership at every level of the institution that positions UMB as an anchor institution at the forefront of finding solutions to local and global health disparities and social injustices.
4. A University environment that encourages the use of evidence to measure and document impact of UMB's health, legal, social work programs.
5. A University culture that values and rewards its faculty, staff, and students for achievements in local and global community engagement.

#### **Theme 2. RESEARCH AND SCHOLARSHIP**

**Strategic Objective:** *Harness the power of research and scholarship to deepen understanding of systems, institutions, and basic and translational sciences in the search for solutions to complex problems impacting individuals, families, and communities.*

##### Strategic Outcomes:

1. Strategic investment that enhances the core research infrastructure allowing UMB to achieve its research goals and compete more successfully for extramural funding.
2. An environment that attracts and retains the best educators, scientists, scholars, clinicians, and entrepreneurs across all disciplines.
3. Additional interdisciplinary centers of excellence that fully leverage the expertise of the UMB faculty across schools and programs.
4. A productive discovery-to-delivery research model that serves as a catalyst for economic development.

5. An increase in sponsored research funding that bolsters UMB's standing as a first-class public research university.
6. A robust and dedicated research agenda related to UMB's community engagement activities.

### **Theme 3. STUDENT SUCCESS**

***Strategic Objective:** Design contemporary teaching and learning environments that are accessible and affordable to prepare students to be exemplary professionals and leaders in society.*

#### Strategic Outcomes:

1. Academic programs and offerings that are affordable and accessible to Maryland's residents of all races, ethnicities, and income levels.
2. Policies and practices that encourage and support innovation and experimentation with emerging approaches to teaching and learning.
3. A demonstrated commitment to interdisciplinary faculty development to spotlight, celebrate, and scale exemplary pedagogical approaches.
4. Experiential learning opportunities that allow a greater number of students to integrate their education with activities promoting leadership and advocacy skills.
5. Innovative curricular and co-curricular initiatives that multiply pathways to diverse careers and leadership opportunities inside and outside of academia.

### **Theme 4. INCLUSIVE EXCELLENCE**

***Strategic Objective:** Foster an environment that recognizes and values each member of the UMB community, enabling members to function at their highest potential to achieve their personal and professional goals.*

#### Strategic Outcomes:

1. Opportunities at UMB that enable faculty, staff, and trainees to excel and advance in their careers.
2. Faculty, staff, trainees, and students who are culturally competent in their engagement with each other and those they serve and lead.
3. Access to a comprehensive support network at UMB that is responsive and nurturing in promoting work-life and academic-life balance for faculty, staff, trainees, and students.
4. An inclusive environment that embraces, celebrates, and promotes UMB's diversity.

## **5. PARTNERSHIP AND COLLABORATION**

***Strategic Objective:*** Collaborate internally and externally to provide impactful education, services and expertise to benefit Maryland and society at large.

### Strategic Outcomes:

1. Productive and mutually beneficial relationships with USM institutions, business, government, K – 12 education, arts, and others, to advance Baltimore and Maryland’s economic goals.
2. A strategic partnership with University of Maryland College Park that can be viewed as a regional and national model of collaboration between distinct institutions with complementary missions.
3. An effective partnership, as a Baltimore City anchor institution, with surrounding communities resulting in meaningful and sustainable educational, employment, and economic opportunities that serve as a catalyst for community empowerment.
4. Wide recognition as a thought-leader and state-wide resource on policy and legislative initiatives aimed at improving the health, legal, and social wellbeing of Maryland’s residents.

## **6. EFFICIENCY, EFFECTIVENESS, AND ASSESSMENT**

***Strategic Objective:*** Incentivize efficiency, effectiveness, and evaluation to make more responsible and impactful use of UMB’s resources.

### Strategic Outcomes:

1. Schools and administrative units with enhanced measures to evaluate the effectiveness of their programs and that use data to inform improvements.
2. A University that is perceived, internally and externally, as an institution that uses best business and operating practices to realize greater efficiency and effectiveness in the stewardship of its resources.
3. A philanthropic identity that includes a culture of giving which augments and complements UMB’s other resources and supports the strategic needs of the university and its schools.
4. An institutional effectiveness program that routinely disseminate key organizational data to promote transparency and inform decision-making.