



UNIVERSITY *of* MARYLAND

***UMB/UMMC***  
***Community Engagement Strategic Plan***

*Approved: Sept. 30, 2016*

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# *Overview of Strategic Planning Process*

This Community Engagement Strategy was developed in collaboration with the leadership and staff of the University of Maryland, Baltimore and the University of Maryland Medical Center (“University of Maryland”).

The University of Maryland held a retreat on Sept. 14, 2016, to understand the current state of the West Baltimore community and to develop goals and strategies to support and improve the condition of the community in which we work and live. Fifty-three engaged leaders across the campus gathered together for a half-day to build a plan for a revitalized West Baltimore.

The objectives of the plan are to:

- understand current conditions and gaps in the community and implement solutions to improve conditions today and sustainable strategies for the future
- build awareness, understanding, and trust with community-based organizations and residents
- deliver on the University of Maryland’s commitment to transparency, collaboration, and accountability as it relates to our community
- develop and embed effective processes for obtaining community input that represents the views of community members

# Joint Community Engagement Strategic Planning Retreat

## Sept. 14, 2016

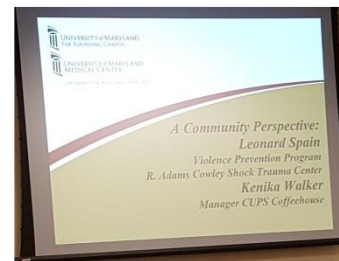


### UMB/UMMC Community Engagement Retreat

#### AGENDA

Wednesday, September 14, 2016  
 University Maryland SMC Student Center, Room 351  
 11:45 a.m. – 5:00 p.m.

Agenda	Presenter	Time
Gathering and Lunch	All	11:45 a.m. – 12:00 p.m.
Welcome	Donna Jacobs D. Farrakhan	12:00 p.m. – 12:05 p.m.
Intention and Meeting Objectives	Ashley Valis Jo-Ann Williams	12:05 p.m. – 12:15 p.m.
<ul style="list-style-type: none"> <li>What is our intention?</li> <li>What do we plan to accomplish today?</li> </ul>		
Current Status of West Baltimore	A. Valis C. Callahan	12:15 p.m. – 1:45 p.m.
<u>Community Perspective:</u> STC's Violence Prevention Growing up in West Baltimore MBE/WBE & Small Business		
<u>Overview of Community Assessment:</u> State of Health State of Employment/Income State of Education State of Local Business Engagement & Purchasing	C. Callahan J. Williams A. Valis D. Jacobs	
Preparation for Strategy Workgroups	D. Farrakhan	1:45 p.m. – 1:50 p.m.
<b>Break and Transition to Workgroups - 1:50 p.m. – 2:00 p.m.</b>		
Community Engagement Strategy Workgroup Session (Health, Workforce, Education, MBE/WBE & Small Business)	All Participants	2:00 p.m. – 3:30 p.m.
<b>Break and Transition - 3:30 p.m. – 3:45 p.m.</b>		
Workgroup Report Out	Workgroup Leader	3:45 p.m. – 4:45 p.m.
Closing Remarks	Jay Perman, MD	4:45 p.m. – 5:00 p.m.



# Joint Community Engagement Strategic Planning Retreat

## Sept. 14, 2016

*Fifty-three leaders and staff members from UMB, UMMC, and UMMS participated in the community engagement retreat on Sept. 14, 2016. All attendees agreed to plan and implement the initiatives outlined in this plan.*

### UMB

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Jay Perman, MD	Ashley Valis
Jennifer Litchman	Joe Evans
Jane Shaab	Jim Hughes
Kevin Kelly	Laura Kozak
Mike Ruddock	Claire Murphy
Jane Lipscomb	Bill Joyner
Brian Sturdivant	Lisa Rawlings
Matt Lasecki	Juliet Dickerson
Bronwyn Mayden	Wendy Shaia
Joyce Ritchie	Aloysius Essie

Community Representatives: Principal Gregory Miller, Leonard Spain, and Kenika Walker

### UMMC/UMMS

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Amy Fulmer	Anne Williams, RN, DNP
Asunta Henry	Brian Bailey
Christina Miller	Chuck Callahan, MD
Dana Farrakhan	Donna Jacobs
Gary Kane	Jo-Ann Williams
Jordan Dunham	Karen Warmkessel
Leonard Taylor	Lisa Clough
Mariellen Synan	Maxine Rush
Michelle Clark	Samuel Burris
Simone Odwin-Jenkins, RN	Tara Carlson
Russell Lewis, MD	Vicki Stewart
Diane Johnson	Michele Williams
Kathy Kraft	Mohan Suntha, MD

Community Facilitators: Kurt Sommers, Linda Dvorak, Ronald Smith

## ***Reason for Joint Action***

- ❖ This community engagement strategic plan puts in motion a new model for community engagement for the next two years that will strengthen university-hospital-community partnerships to address critical needs in our community.
- ❖ This plan attempts to reflect the many voices heard from the community and colleagues from across the University of Maryland campus.
- ❖ The development of the plan was inspired by the presidents of both institutions, stating that together we can make an even better impact in our collective work in the community.
- ❖ Community engagement in West Baltimore is a high priority at the University of Maryland, and staff, faculty, and students will collaborate with community partners to address critical social needs and to build and support a healthy, empowered, socially cohesive, and revitalized West Baltimore community.

## ***Community Engagement Vision***

*“As the two largest anchor institutions on the west side of Baltimore, we will work in partnership with our neighbors to build and support a healthy, empowered, socially cohesive, and revitalized community.”*

# Rationale for Four Areas of Focus

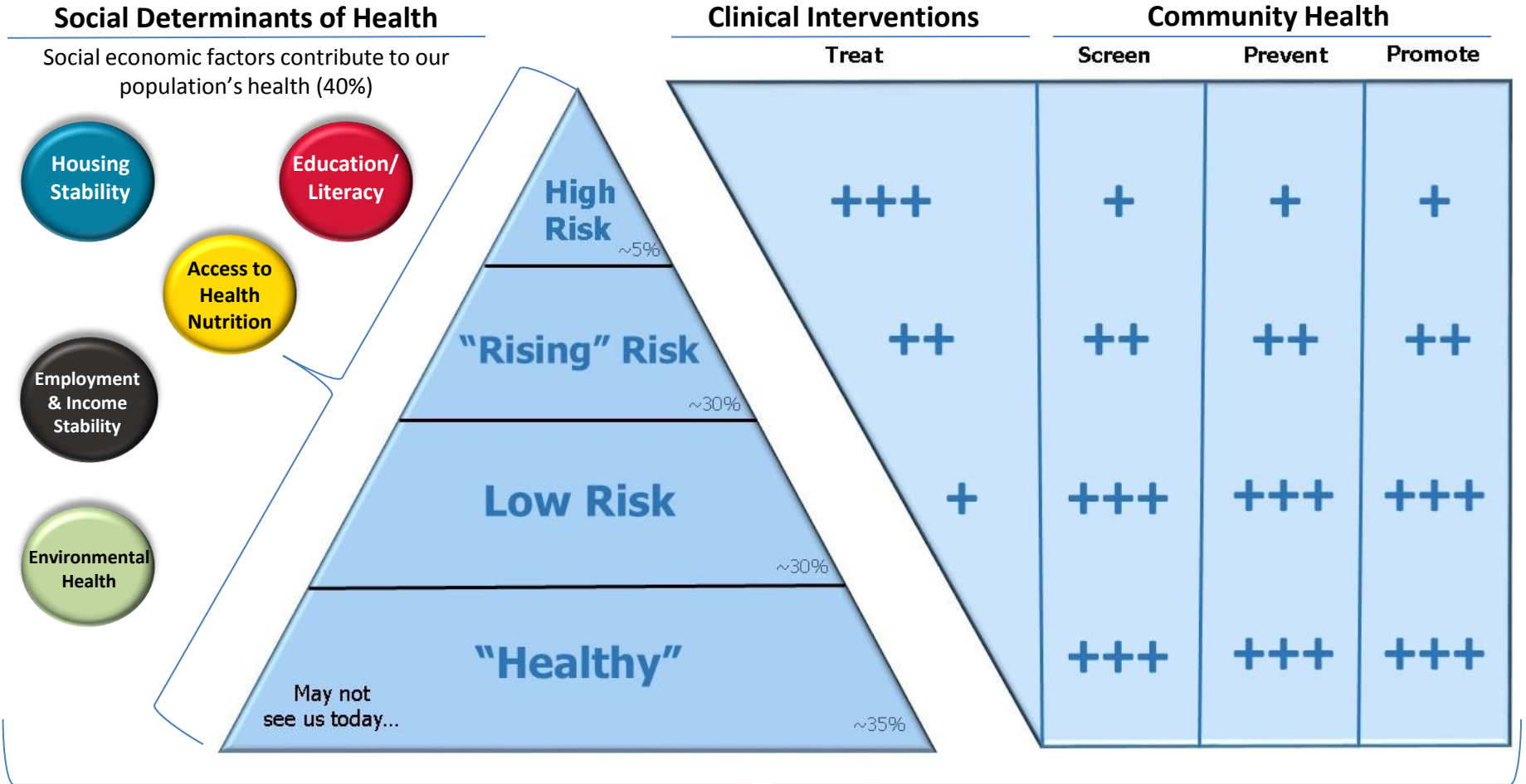


- Health starts in our homes, schools, workplaces, and communities. When citizens have a **safe place to live, access to a high-quality education**, and the opportunity to make a **living wage**, they are more likely to enjoy good health.
- And yet many West Baltimore residents are denied safe neighborhoods, good schools, and steady jobs. It's unsurprising, then, that they have the **worst health outcomes in Baltimore City**.
- As anchor institutions in West Baltimore, we have a responsibility to significantly improve the social and environmental conditions in these neighborhoods—to nurture conditions that **stimulate better health and well-being among residents**.
- We also have a responsibility **to communicate these efforts to our many stakeholders**, internally and externally, and to continually improve the way in which we engage our neighbors in this work.
- Therefore, we identified the following areas of focus:
  - **Community Health Improvement**
  - **Economic and Community Development**
  - **Education and Youth Development**
  - **Community Connections**



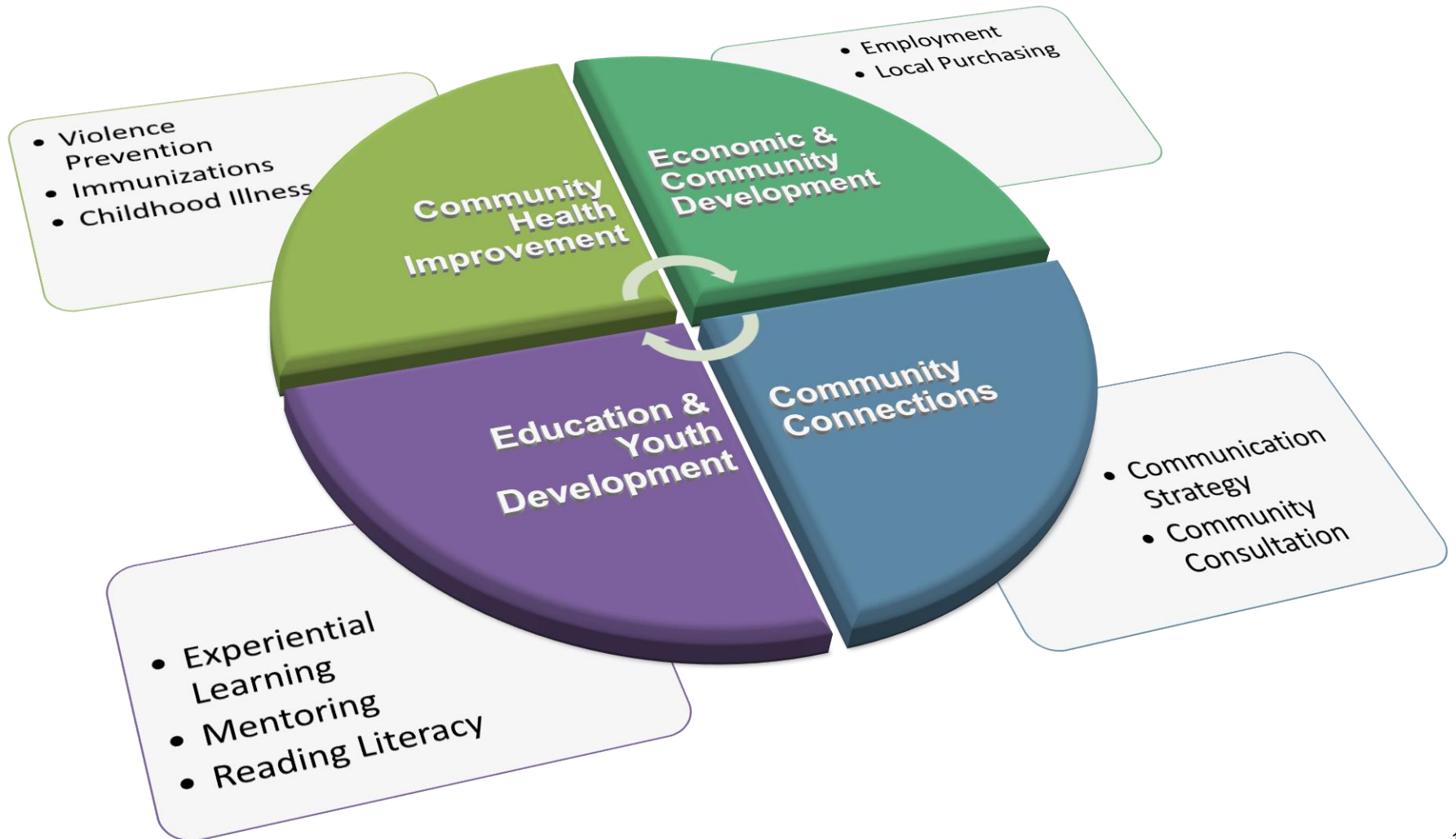
# UMMC's Community Engagement Approach

Three approaches to dramatically improve the health of West Baltimore



Ensuring Health Equity in West Baltimore

# Community Engagement Four Areas of Focus



# Goal I: Community Health Improvement

## Strategic Goal

1. Reduce the number of deaths due to violence in school-aged children (18 years and younger) in West Baltimore
2. Increase student attendance and ensure maximum funding to partnership schools through school readiness initiatives



### Community Partners:

- Baltimore City Public Schools
- Baltimore City Health Department
- Baltimore City Police Department

	Joint Initiatives	2016–2017	2017–2018
1	Implement integrated Violence Prevention Programming in the 5 targeted West Baltimore partnership schools	✓	✓
2	Implement a Back To School immunization campaign in 2 partnership schools (James McHenry, Samuel Coleridge-Taylor)	✓	✓
3	Expand and support current UMB/UMMC initiatives to address top 2 childhood illness issues in Baltimore City: Asthma, Obesity	✓	✓

	Indicators of Success (Year 2)	
1	% reduction in suspensions related to violence	TBD
2	% of children immunized by Sept. 15, 2017	100%
3	% reduction in the number of school days missed due to illness	TBD

# Goal II: Economic Development

## Economic Development: Workforce/Employment Strategic Goal

1. For targeted positions, increase proportion of new employee from West Baltimore by 10% over current levels.
2. Enhance job readiness training and improve coordination for community recruitment between UMMC, FPI, and UMB



### Community Partners:

- Center for Urban Families
- BUILD
- Baltimore City Ofc. of Employment
- Baltimore Integration Partnership
- UMB Community Engagement Ctr.
- Southwest Partnership

	Joint Initiatives	2016–17	2017–18
1	In collaboration with community workforce readiness partners, recruit and prepare talent for targeted positions at both campus	✓	✓
2	Design and implement wraparound services for hard-to-employ community residents with community partners (e.g., BUILD)	✓	✓

	Indicator of Success	
1	% increase in targeted positions of new employees from West Baltimore	10%

# Goal II: Economic Development

## Economic Development: Local Purchasing Strategic Goal

1. Increase percent of purchasing services with local, minority-owned, women-owned, and small businesses within Baltimore City
2. Establish a Merchant Advisory Board to counsel the local purchasing work group in meeting community needs



	Joint Initiatives	2016–17	2017–18
1	Establish a formal, inter-institutional work group to advance community engagement through local purchasing	✓	
2	Establish a concrete, long-term, big-picture goal for local purchasing	✓	
3	Double local spending on catering from \$62K in direct spend by UMB to \$125K by UMB and UMMC in FY2017.	✓	
4	Identify at least 5 W/MBEs in Baltimore City to mentor in meeting institutional procurement needs	✓	✓
5	Leverage the Merchant Access Program to generate at least \$250K in new revenue for West Baltimore and Downtown West businesses (an increase of \$140K over FY2016)	✓	✓
6	Identify and train new Merchant Advisory Board members	✓	✓

### Community Partners:

- Baltimore Integration Partnership

	Indicators of Success (Year 2)	
1	\$\$ in local catering spend	\$125,000
2	\$\$ increase in local business revenue through Merchant Access Program	\$140,000
3	% of neighborhood business retention	TBD

# Goal III: Education

## Strategic Goal

1. Improve student attendance and enhance educational experience to increase student educational performance at partnership schools, with special attention on James McHenry Elementary/Middle School
2. Improve reading competency among K–5 children through reading literacy initiatives



**Community Partners:**

- Baltimore City Public Schools
- YouthWorks

	Joint Initiatives	2016–17	2017–18
1	Develop and implement campuswide mentoring strategy to recruit mentors for targeted partnership schools (for existing mentoring programs)	Planning	✓
2	Implement campuswide fundraising campaign to enhance hands-on learning experiences at James McHenry Elementary/Middle School and Vivien T. Thomas Medical Arts Academy	✓	✓
3	Implement campuswide reading campaign through Reading Partners and other initiatives with partnership schools	✓	✓

	Indicators of Success (Year 2)	
1	# of staff members recruited to mentor students, Year 1	50
2	\$\$ raised to support field trip educational experiences	\$5,000
3	% increase in 3rd-grade reading competency	20%

# Goal IV: Community Connections

## Strategic Goal

1. Develop a communication plan to build awareness of UMB/UMMC community engagement activities and investments
2. Develop an approach and implement a process to continuously seek community consultation and feedback on UMMC programs and services (Inform, Consult, Involve, Collaborate, Empower)
3. Develop a plan and guidelines to encourage staff, faculty, and students to participate in community engagement activities



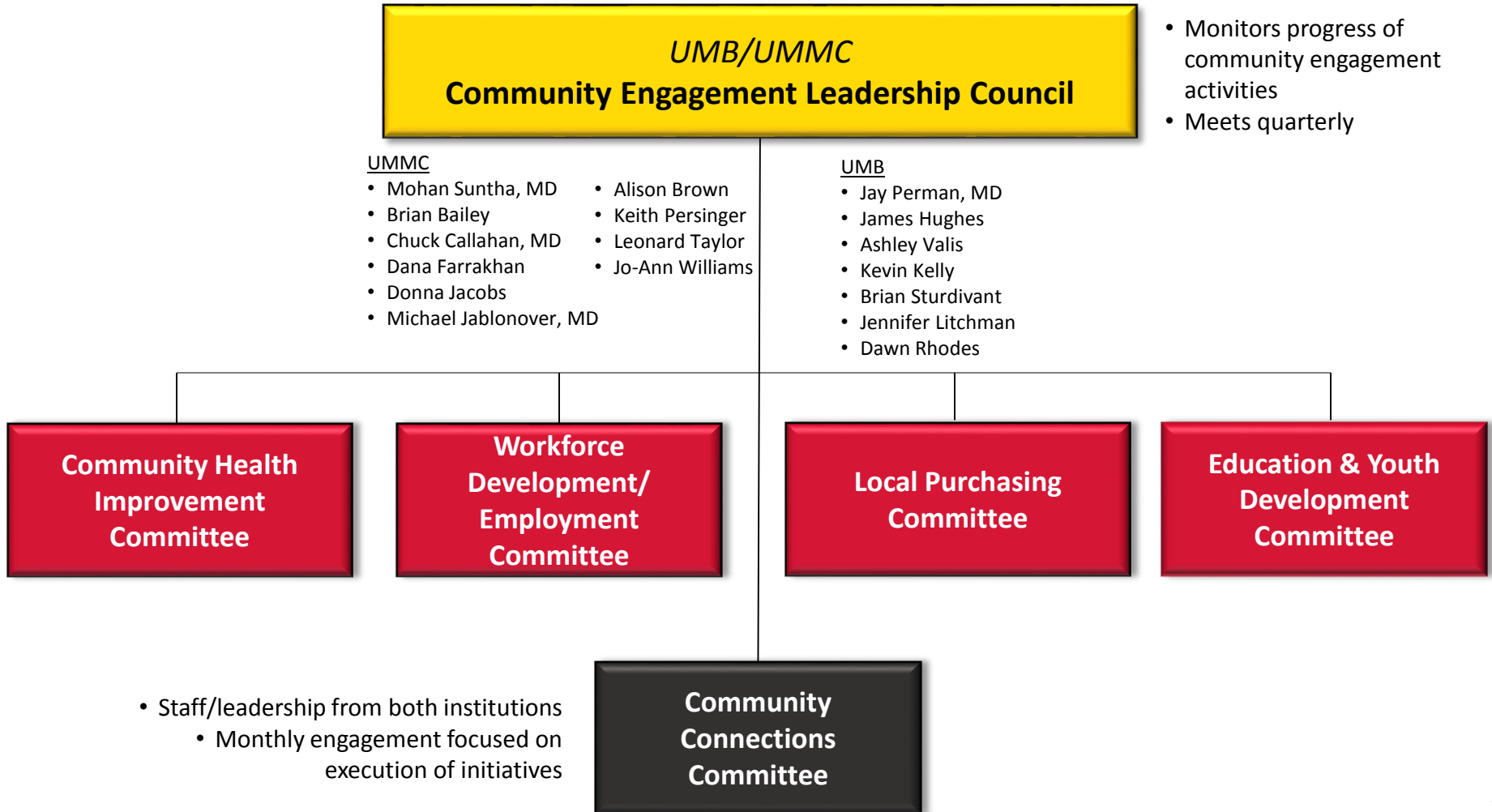
### Community Partners

- Community-Based Organizations

	Joint Initiatives	2016–17	2017–18
1	Develop and implement communication plan targeted to internal and external stakeholders	✓	
2	Develop approach and process to continuously seek community consultation and feedback on UMMC programs and services (Inform, Consult, Involve, Collaborate, Empower)	Planning	✓
3	Develop call-to-action plan and participation guidelines for community engagement activities	✓	✓

	Indicators of Success (Year 2)	
1	% awareness of community engagement activities among Poppleton residents	45%
2	Plan developed to ensure community input/consultation regarding programs and services	In progress
3	% increase in number of employees who volunteer in West Baltimore	25%

# Community Engagement Accountability Structure







UNIVERSITY  
*of* MARYLAND

A PARTNERSHIP  
FOR WEST BALTIMORE

*Partners With Purpose.*