



UNIVERSITY
of MARYLAND
BALTIMORE

Revitalizing Our Core Values

RESPECT *and* INTEGRITY

WELL-BEING *and* SUSTAINABILITY

EQUITY *and* JUSTICE

INNOVATION *and* DISCOVERY

#UMBtotheCore

WELL-BEING
and
SUSTAINABILITY

UMB STRATEGIC PLAN

2022-2026

2-Year Progress Report



UNIVERSITY
of MARYLAND
BALTIMORE



UNIVERSITY OF MARYLAND
SCHOOL OF MEDICINE
E. A. MDCCCLVII

UMB STRATEGIC PLAN

2022-2026

2-Year Progress Report



Dear Colleagues:

On behalf of the University of Maryland, Baltimore (UMB), I am proud of our efforts to advance the priorities from the 2022-2026 Strategic Plan. I want to acknowledge the progress we have made toward our collective objectives as we continue working toward UMB's mission: to improve the human condition and serve the public good.

Through our efforts, we are demonstrating our commitment to becoming a better institution. Together, we continue to make great strides to effect positive change.

This summary provides an update on where we are as a University and invites you to think about your role in the work so far — and what you can do going forward.

Sincerely,

Bruce E. Jarrell, MD, FACS
President

UMB STRATEGIC PLAN

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Dear Colleagues:

It is my pleasure to present to you the University of Maryland, Baltimore's (UMB) Strategic Plan progress report for the period covering July 1, 2021, through June 30, 2023. As we embark on the second half of our Strategic Plan, we share with you the status of achieving our priorities and a summary, by theme, of activities supporting our strategic objectives across our University and beyond. Through the efforts of our faculty and staff, we are accomplishing key milestones and making strides toward realizing our strategic priorities.

This report shares information on our progress in the six strategic focus areas, including summaries of select initiatives currently underway. We are proud to report that our efforts are yielding tangible results. We acknowledge the importance of continuing to communicate these results to you to share in our collective progress and hope you find this report informative. We want to thank our stakeholders for their continued support and contribution to implementing our Strategic Plan. With your unwavering support, we will be able to achieve even greater success in the future.

Sincerely,

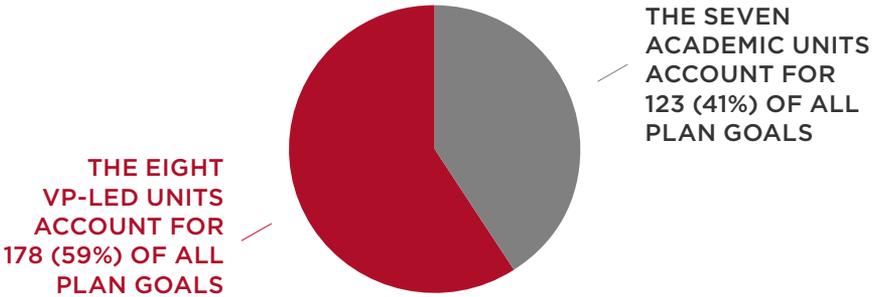
Roger J. Ward, EdD, JD, MSL, MPA
Provost and Executive Vice President

2-Year Progress Report

Overarching Strategic Plan Information

6 Themes

- 1 | Accountability and Integration of Core Values
- 2 | Student Growth and Success
- 3 | University Culture, Engagement, and Belonging
- 4 | Innovation and Reimagination
- 5 | Community Partnership and Collaboration
- 6 | Global Engagement and Education



301
GOALS
DISTRIBUTED

25
STRATEGIC
OBJECTIVES

2-Year Progress Report

THEME 1: ACCOUNTABILITY AND INTEGRATION OF CORE VALUES



At the University of Maryland Baltimore, the Office of Human Resource Services (HRS) is taking the lead in growing institutional awareness and programming that integrates the University’s core values into every aspect of campus culture — both within and beyond the University’s walls. HRS has been working toward this goal, conducting a thorough Universitywide training and development needs assessment, launching a pilot coaching skills class for managers, and initiating an employee professional development series with ComPsych trainers.

HRS also has completed Phase 1 of the PDP (Performance Development Program) Project, which included a performance management assessment survey that almost 2,000 participants took. Based on the survey results, the HRS Employee and Labor Relations unit used the insights gained to improve its programs and services further, including streamlining the PDP Performance Evaluation Form, making electronic submissions possible for the 2022-2023 review cycle, and developing and implementing enhanced training tools and resources for supervisors and staff to ensure that everyone has the support and resources they need to succeed.



Malika S. Monger, MPA, PHR, Chief Human Resources Officer and Associate Vice President

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THEME 2: STUDENT GROWTH AND SUCCESS



Building on 100 years of excellence, the University of Maryland Graduate School has grown substantially over the last decade and now cultivates a community of diverse students across nearly 60 academic degree and certificate programs. Recognizing the shifting landscape of those seeking education, we've adapted to meet these new needs in support of access to graduate education in alignment with both institutional and system-wide priorities. Ranging from online to in-person, our academic programs are designed to meet learners where they are, whether that's sitting at a dining room table or with peers in a traditional classroom.

We're particularly proud of our academic programs in Health Professions Education, now the largest in the United States, which leverages our strengths as an interprofessional campus. We further highlight the new Master of Science in Diversity, Equity, and Inclusion Leadership, which is one of five academic programs of its kind in the nation and is rapidly growing to meet this important workforce need. Our cutting-edge MS, PhD, and certificate programs directly address the evolving landscape of graduate education and prepare our students to be leaders, researchers, and practitioners.



Jenny Owens, ScD, MS, Associate Professor and Associate Dean of Academic Affairs, University of Maryland Graduate School

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THEME 3: UNIVERSITY CULTURE, ENGAGEMENT, AND BELONGING



The University of Maryland, Baltimore (UMB) is committed to building a sustainable, fair, and inclusive culture that values diversity. UMB Student Affairs, in collaboration with stakeholders, is creating identity-based experiences and initiatives that promote anti-racism and anti-oppression to support the leadership development of students and contribute to feeling a sense of belonging within the UMB community. Students will have access to identity-based learning opportunities to help them become inclusive and just leaders who take active anti-racist and anti-oppression actions. Significant progress has already been made on several Student Affairs initiatives, which includes the expansion of the Student Food Pantry to support students experiencing food insecurity; collaborating with the Office of Equity, Diversity, and Inclusion to develop and administer a new student experience survey that will inform a continuous improvement lens to current and future efforts; and offering robust intercultural development initiatives that explore implications for professional practice.

To keep track of participation and other key metrics more efficiently, we are enhancing the utilization of existing databases and pursuing other tools that will help us evaluate our progress and identify areas for improvement. The student experience survey will be administered in spring 2024 and will provide valuable information to support student learning and development objectives to create, affirm, and strengthen a diverse, inclusive, equitable, and just UMB community that is grounded in our core values.



Patty Alvarez, PhD, MS, Chief Student Affairs Officer and Vice President

Courtney J. Jones Carney, DPA, MBA, Executive Director, Intercultural Leadership and Engagement, and Director, Intercultural Center

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THEME 4: INNOVATION AND REIMAGINATION



The University of Maryland, Baltimore (UMB) is dedicated to fostering a culture of research, discovery, and knowledge-sharing to improve human conditions. To advance this continuing priority, the University of Maryland School of Pharmacy (UMSOP) set a goal to establish a school-wide support system to translate basic science findings into products and ventures. To help UMSOP achieve this goal, UMB partnered with Blackbird Laboratories, a foundation that supports the translation of Baltimore’s academic research into new therapies and companies. Several projects are currently under discussion for funding. UMB also received a new R61/R33 Catalyze program grant that will provide education and training in entrepreneurial and product development to bridge the gap between basic and clinical research. At UMSOP, this grant is funding the development of new asthma treatments and product development and supporting regular education and training on intellectual property protection, commercialization, engaging the end user, and other entrepreneurial activities for all investigators, students, and staff involved in the research.

UMSOP also is involved in resubmitting the Clinical Translational Science Award (CTSA) between UMB and Johns Hopkins University. With CTSA support, UMSOP is involved in community engagement, bioinformatics, and drug discovery and development. UMSOP also supports the Center for Advanced Research Training & Innovation (CARTI), offering training and career development opportunities for clinicians and research scientists. CARTI programs help advance UMB’s and UMSOP’s preeminence as a leader in pharmaceutical research and discovery through the professional development of students, postdoctoral fellows, and early-stage faculty.



Paul Shapiro, PhD, Professor and Associate Dean for Research, Department of Pharmaceutical Sciences, University of Maryland School of Pharmacy

2-Year Progress Report

THEME 5: COMMUNITY PARTNERSHIP AND COLLABORATION



Inclusive and equitable partnerships with our neighboring communities are essential to the work we do at the University of Maryland, Baltimore. One way we achieve this goal is by regularly assessing the legal needs in surrounding communities and using that information to evaluate our law school's clinical offerings.

In spring 2023, this assessment encouraged Maryland Carey Law's Clinical Law Program to launch a new Eviction Prevention Clinic. We realized that such a clinic was needed to better serve Baltimore City tenants facing eviction. The clinic also allows us to train current law students to become tenants' rights attorneys. Our periodic assessment also resulted in the launch of our Federal Appellate Immigration Clinic in spring 2023. In this clinic, student attorneys represent immigration cases on appeal to the Board of Immigration Appeals and the U.S. Court of Appeals for the Fourth Circuit.

A third area where regular assessment has allowed us to proactively respond and better serve clients is the recently enacted Juvenile Restoration Act. To better serve clients seeking relief under the act, we have reconfigured our clinical offerings and partnered with the Maryland Office of the Public Defender to allow student attorneys in the Survivors of Violence Clinic; the Youth, Education and Justice Clinic; and the Post-Conviction and Sentencing LTP (Legal Theory and Practice) to successfully represent clients in sentence modification cases. Finally, we are pursuing funding opportunities to relaunch a Community Development Clinic to focus mainly on the unmet legal needs of residents of West Baltimore as they launch nonprofits and businesses in the community. Through collaborative efforts, we are helping to build a stronger, more just legal system for all.



Renée McDonald Hutchins, JD, Dean and Professor of Law, University of Maryland Francis King Carey School of Law

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THEME 6: GLOBAL ENGAGEMENT AND EDUCATION



The University of Maryland, Baltimore is committed to improving the human condition through education, research, and engagement. To extend its reach and global reputation, the University of Maryland School of Nursing (UMSON) supports expanded student access to global learning activities. We aim to increase nursing capacity, strengthen health systems in resource-limited settings, improve global health, and promote social justice. However, our student surveys indicate that while 82 percent of students desire preparation in global health, the costs of participation in global health experiences is seen as a barrier for over 90 percent of students. Accordingly, in June 2023, our Office of Global Health organized a two-week global field experience trip to Tanzania, providing student-travel scholarships based on need for seven entry-level RN and Doctor of Nursing Practice students. Led by two UMSON faculty members, supported by a facilitator and local guide, students learned about the Tanzanian health care system and care delivery models and met with partners from the government and nonprofit sectors. The program included school health screenings, clinic observations, and a needs assessment for a longitudinal malnutrition project.

The trip also explored Tanzania's diverse culture and provided activities focused on increasing cultural humility, recognizing inner biases, and improving cross-cultural communications. Students also had the opportunity to engage with Tanzanian nursing students. We seek to immerse our students with a greater understanding of global issues and challenges different from their own. As UMSON continues prioritizing global outreach, we will explore the incorporation of innovative technology to promote greater access to online/hybrid education and global engagement.



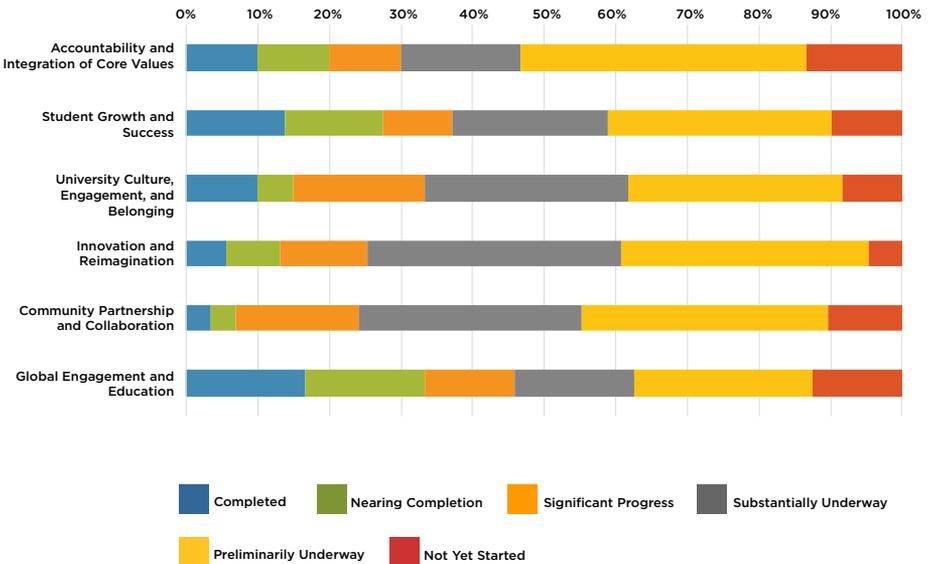
Yolanda Ogbolu, PhD, NNP, FNAP, FAAN, the Bill and Joanne Conway Dean, University of Maryland School of Nursing, and Professor, and Co-Director, Center for Health Equity and Outcomes Research

UMB STRATEGIC PLAN 2022-2026

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PROGRESS IS BEING MADE ACROSS ALL SIX THEMES

More than 30 percent of goals are completed, nearing completion, or showing significant progress.

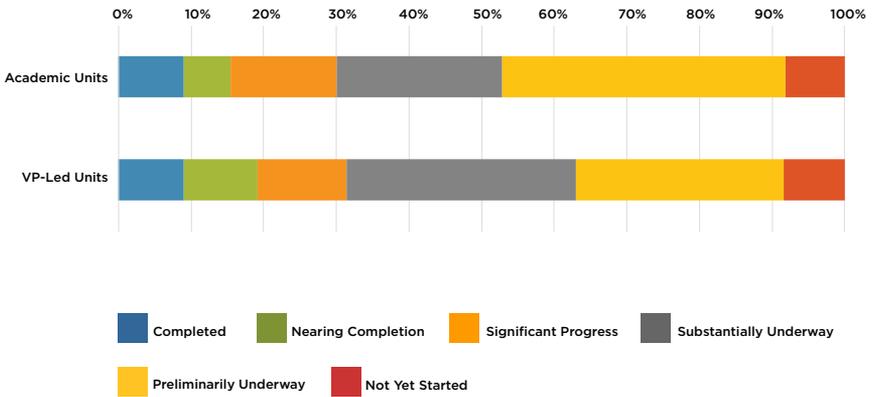


UMB STRATEGIC PLAN 2022-2026

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TWO YEARS INTO THE PLAN

More than 30 percent of goals in the seven academic units and eight VP-led units are completed, nearing completion, or showing significant progress.



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About the University

MISSION

To improve the human condition and serve the public good of Maryland and society at-large through education, research, clinical care, and service.

VISION

The University will excel as a preeminent institution in its missions to educate professionals, conduct research that addresses real-world issues affecting the human condition, provide excellent clinical care and practice, and serve the public with dedication to improve health, justice, and the public good. The University will become a dominant economic leader of the region through innovation, entrepreneurship, philanthropy, and interdisciplinary and interprofessional teamwork. The University will extend its reach with hallmark local and global initiatives that positively transform lives and our economy. The University will be a beacon to the world as an environment for learning and discovery that is rich in diversity and inclusion. The University's pillars of professionalism are civility, accountability, transparency, and efficiency. The University will be a vibrant community where students, faculty, staff, visitors, and neighbors are engaged intellectually, culturally, and socially.

CORE VALUES

RESPECT *and* INTEGRITY

We value each other and hold ourselves accountable for acting ethically and transparently using compassion and empathy.

WELL-BEING *and* SUSTAINABILITY

We care about the welfare of our people, planet, communities, and University.

EQUITY *and* JUSTICE

We embrace and are committed to diversity, and we value inclusive and just communities. We oppose racism and oppression in all their forms.

INNOVATION *and* DISCOVERY

We imagine and explore new and improved ways to accomplish our mission through education, research, clinical care, and service.



For more information, visit the Strategic Plan website at

umaryland.edu/about-umb/strategic-plan

