

2017

UMB STRATEGIC PLAN

2021

PURSUING EXCELLENCE | MAXIMIZING IMPACT



3-Year Progress Report: July 1, 2018 - June 30, 2019

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 pre-eminent 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

UMB’s 2011-2016 strategic plan listed seven core values that continue to guide the University in the pursuit of its goals:

- | | |
|----------------|------------|
| Accountability | Excellence |
| Civility | Knowledge |
| Collaboration | Leadership |
| Diversity | |

3-YEAR PROGRESS REPORT



Dear Colleagues:

I'm pleased to present the 2017-2021 Strategic Plan progress report for the period ending June 30, 2019. This report details how well we're fulfilling UMB's core mission: to improve the human condition and serve the public good. This is the mission that guides our daily work and our strategic priorities. It's the mission that shapes our agendas in education, research, clinical care, and public service.

As you read this summary, I ask you to consider how your effort has made possible our progress so far. I applaud every one of you for contributing to our collective success.

To see the full progress report for this assessment period, visit the strategic plan website at umaryland.edu/about-umb/strategic-plan.

Bruce E. Jarrell, MD, FACS, Interim President, University of Maryland, Baltimore

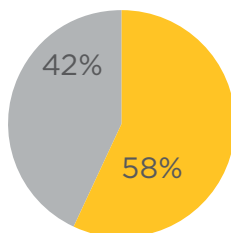
Overarching Strategic Plan Information

6 Themes

- | | |
|--|---|
| 1 Health, Justice, and Social Impact | 4 Inclusive Excellence |
| 2 Research and Scholarship | 5 Partnership and Collaboration |
| 3 Student Success | 6 Efficiency, Effectiveness, and Assessment |

306 GOALS
DISTRIBUTED

28 STRATEGIC
OBJECTIVES



THE SEVEN ACADEMIC UNITS ACCOUNT FOR 129 (42 PERCENT) OF ALL PLAN GOALS

THE EIGHT VP-LED UNITS ACCOUNT FOR 177 (58 PERCENT) OF ALL PLAN GOALS

293 of 306

GOALS CURRENTLY UNDERWAY AT VARIOUS STAGES OF COMPLETION



84 (28%)

GOAL STATUS IS
COMPLETED/ACHIEVED

140 (46%)

NEARING COMPLETION/
SIGNIFICANT PROGRESS

82 (26%)

SUBSTANTIALLY UNDERWAY/PRELIMINARILY
UNDERWAY/NOT YET STARTED/CANCELED



AT THE SCHOOL OF SOCIAL WORK (SSW), SEVERAL EFFORTS HAVE BEEN PUT INTO PLACE TO ADDRESS CREATING AN INCLUSIVE AND JUST SCHOOL COMMUNITY.

Initiatives implemented during the 2017-2018 academic year included developing and growing the Admissions and Ambassadorial Program and commencing the Student Affairs “Meet and Greets” to enhance student engagement and advising.

In 2019, we convened a subcommittee of our Diversity and Anti-Oppression Committee to look at ways to increase the welcoming quality of our buildings, resulting in many new design elements. We also convened a Task Force on Diversity, Equity, and Inclusion, which gathers additional suggestions for improving SSW’s climate and curriculum and has suggested ways to foster a more inclusive experience.”

*Richard P. Barth, PhD, MSW, Dean, School of Social Work
Theme 4: Inclusive Excellence*

3,000+

PATIENTS ANTICIPATED TO RECEIVE DENTAL SERVICES WITH SOD’S RECENT COLLABORATION WITH THE UNIVERSITIES AT SHADY GROVE



IMPROVING THE DENTAL HEALTH OF THE REGION’S MOST VULNERABLE CITIZENS IS A SIGNIFICANT PRIORITY OF THE SCHOOL OF DENTISTRY (SOD).

To reinforce this urgency among our research and clinical faculty, we have begun to encourage our research and clinical faculty to pursue increasing collaborations and extramural funding that target health disparities. Currently, SOD tracks partnerships with 15 extramural sites and eight private practice sites serving under-represented communities across Maryland.

Our most recent collaboration with the Universities at Shady Grove has resulted in a new community dental clinic, which will enable SOD to provide comprehensive oral health care for adults and children while enriching the clinical experiences of our dental and dental hygiene students and postgraduate residents. It is anticipated that the clinic will allow for the delivery of dental services to over 3,000 patients annually, many of whom are underserved and will be eligible for services on a reduced-fee basis.”

*Mark A. Reynolds, DDS, PhD, MA, Dean, School of Dentistry
Theme 1: Health, Justice, and Social Impact*



THE OFFICE OF ACCOUNTABILITY AND COMPLIANCE’S (OAC) GOAL IS TO INCREASE THE COMMUNITY’S AWARENESS OF OAC AND THE EXPERTISE AND SUPPORTS IT CAN OFFER. To promote the community’s ability to seek assistance and guidance, OAC initiated a consultation line. Through June 30, 2019, a total of 34 requests — including assistance with training, information about available resources, and research inquiries — had been received via the online submission form.

To raise awareness, promote ethics, and communicate its commitment to be open, accessible, and collaborative, OAC engaged in outreach through campuswide events, including Fall Fest and spring wellness events, and during National Corporate Compliance and Ethics Week, which included a series of eight podcasts, six “Meet and Greet” opportunities, and a presentation by Robert Ernst, PhD, titled, “The Journey from Knowledge to Knowing: A Faculty Perspective on Ethics.”

OAC also has been actively involved in the University’s efforts surrounding sexual harassment, including participating in the President’s Task Force on Sexual Harassment and listening sessions with then-President Jay A. Perman, MD, at each of UMB’s seven schools.

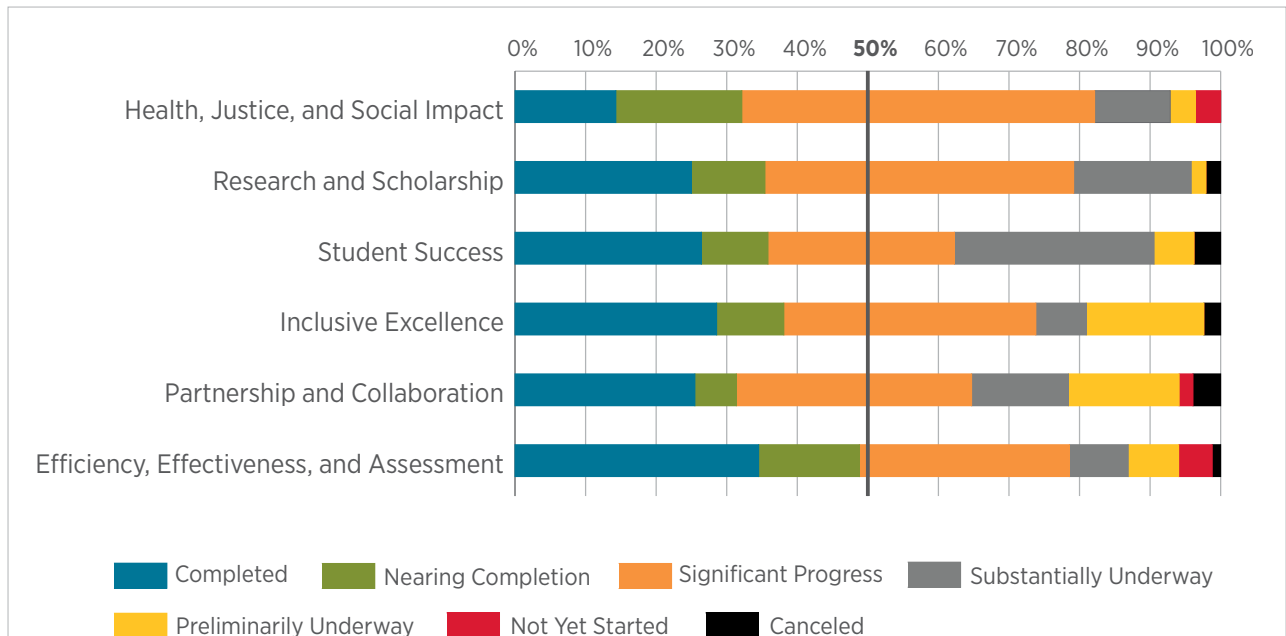
OAC continues to work on name recognition and is revising its website to be more user-friendly and informative for the UMB community.”

*Susan C. Buskirk, DM, MS, Associate Vice President and Deputy Accountability Officer
Theme 6: Efficiency, Effectiveness, and Assessment*

34 NUMBER OF REQUESTS FOR ASSISTANCE OR GUIDANCE RECEIVED VIA OAC’S CONSULTATION LINE THROUGH JUNE 30, 2019

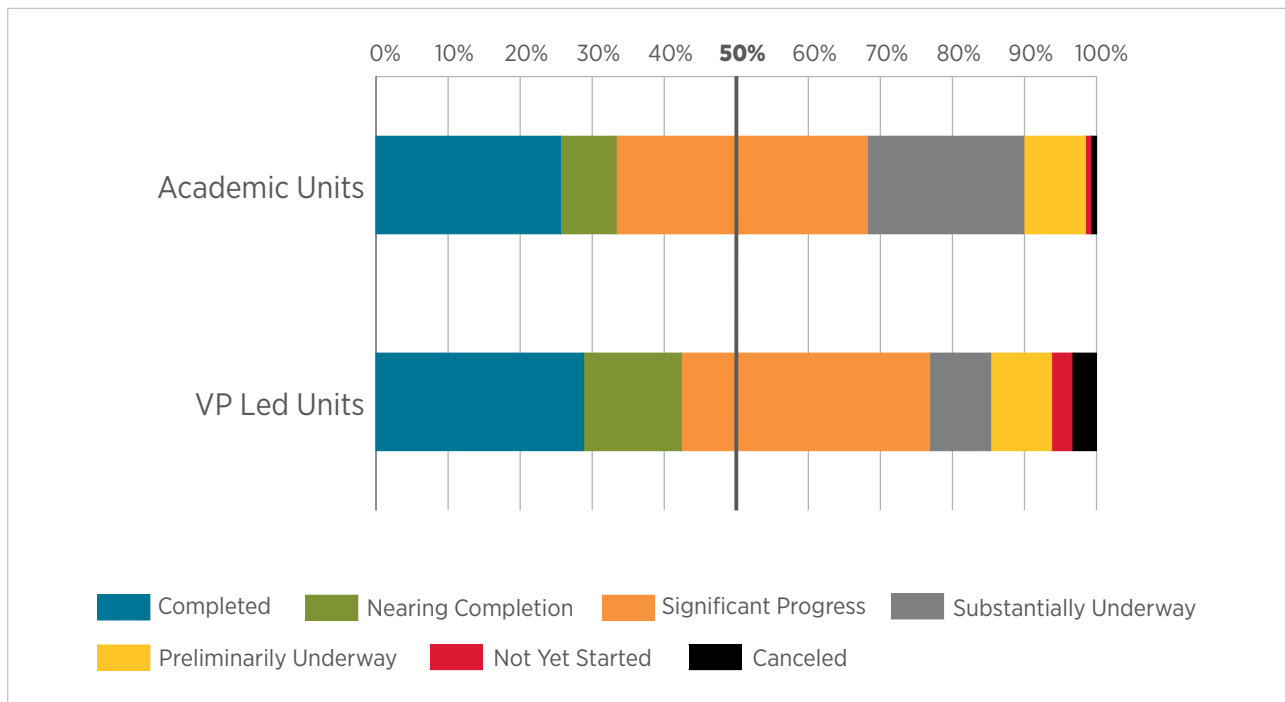
PROGRESS IS BEING MADE ACROSS ALL SIX THEMES

73 percent of all plan goals are completed, nearing completion, or showing significant progress, up from 59 percent in the previous reporting period.



THREE YEARS INTO THE PLAN

More than 68 percent of the academic units and greater than 77 percent of the Vice President (VP)-led units' goals are completed, nearing completion, or showing significant progress.



THE SCHOOL OF MEDICINE (SOM) HAS MADE SIGNIFICANT AND EXTENSIVE PROGRESS IN INFLUENCING CLINICAL AND LEGISLATIVE OUTCOMES IN ITS STATEWIDE ENGAGEMENT EFFORTS WITH THE APPOINTMENT OF SEVERAL HIGH-PROFILE SOM FACULTY TO STATE BOARDS, INCLUDING THE MARYLAND BOARD OF PHYSICIANS AND THE CHAIR OF THE TASK FORCE ON MARYLAND MATERNAL AND CHILD HEALTH. Many of our faculty have a significant voice in the Maryland General Assembly and garner public support for critical medical issues, including urgent state-of-the-art action on the opioid crisis.

In the international context, the Center for Vaccine Development (CVD) and Global Health has several ongoing and productive research collaborations worldwide (i.e., Nepal, Malawi, Bangladesh, Gambia, and Kenya) to eradicate particularly resistant microorganisms with the potential of impacting the world community. CVD continues to lead the multicenter Typhoid Vaccine Acceleration Consortium to study the impact of a typhoid conjugate vaccine and ultimately provide important data that will lead to the widespread introduction of the vaccine into routine country immunization programs.”

*E. Albert Reece, MD, PhD, MBA, Dean, School of Medicine, and Executive Vice President for Medical Affairs, UMB
Theme 5: Partnership and Collaboration*

MANY SOM FACULTY HELP GARNER PUBLIC SUPPORT FOR CRITICAL MEDICAL ISSUES, INCLUDING STATE-OF-THE-ART ACTION ON THE OPIOID CRISIS



THE HEALTH SCIENCES AND HUMAN SERVICES LIBRARY (HS/HSL) DEVELOPED AN ENTREPRENEUR TOOLKIT FOR THE UMB COMMUNITY AND CONTINUES TO UPDATE IT.

We embrace opportunities to provide exposure to entrepreneurship in action through our “Meet the Makers” luncheon series, drawing from innovators at UMB to share their experiences and insights on emerging technologies in the life sciences. The library hosted the Data Standards Hackathon-DaSH 8 for the Center for International Blood and Marrow Transplant Research. The purpose of the hackathon is to encourage collaboration on coding and data standards.

The library served as a site for a Wikipedia Edit-a-Thon day promoted by the National Network of Libraries of Medicine. HS/HSL recruited and trained users to help add citations to Wikipedia articles related to health equity. Using National Library of Medicine resources like PubMed, the quality of some of Wikipedia’s health topic pages was strengthened at the same time as users gained expertise with this vital collaborative resource.

Supporting activities such as these is at the heart of all we do — promoting entrepreneurship, educating about possibilities, providing resources, and generating opportunities for inspiration.”

*M.J. Tooley, MLS, AHIP, FMLA, Associate Vice President, Academic Affairs, and Executive Director, HS/H
Theme 2: Research and Scholarship*

THE LIBRARY SERVED AS A SITE FOR A WIKIPEDIA EDIT-A-THON DAY TO HELP ADD CITATIONS TO WIKIPEDIA ARTICLES RELATED TO HEALTH EQUITY



THE SCHOOL OF PHARMACY (SOP) CONTINUES ITS DESIRE TO BE A PREMIER PROVIDER OF RELEVANT PHARMACY, PHARMACEUTICAL SCIENCES, AND HEALTH SERVICES CURRICULA IN AN ACTIVE AND QUICKLY ADVANCING HEALTH CARE ENVIRONMENT.

The increasing demand for research on and evaluation of the impact of medical cannabis has resulted in SOP offering the nation’s first MS in Medical Cannabis Science and Therapeutics, which began in the fall 2019 semester. The hybrid (online and in-person) program, approved by the University System of Maryland Board of Regents and the Maryland Higher Education Commission, is based at the Universities at Shady Grove. More than 500 prospective students applied for admission to the inaugural class of 150 students.”

*Natalie D. Eddington, PhD, FAAPS, FCP, Dean, School of Pharmacy
Theme 3: Student Success*

3-YEAR PROGRESS REPORT SUMMARY

The University of Maryland, Baltimore is adopting the culture of continuous improvement, as evident in the collective advancement of our strategic priorities. In the last reporting period, besides the progress made, units embraced planned execution. Leaders are reviewing their progress, reflecting on outcomes and, as a result, modifying or adding new goals and tactics to reflect our continuous growth and societal needs for relevant research, education, and service initiatives that benefit our communities, the region, and the world.

*Roger J. Ward, EdD, JD, MSL, MPA
Dean, Graduate School, Interim Provost and Executive Vice President, UMB*

