

2017

UMB STRATEGIC PLAN

2021

PURSUING EXCELLENCE | MAXIMIZING IMPACT*2-Year Progress Report***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	

2-YEAR PROGRESS REPORT



Dear Colleagues:

I'm delighted to present the 2017–2021 Strategic Plan progress report for the period ending June 30, 2018. UMB's mission — to improve the human condition — shapes our daily work and our strategic priorities. This is the mission we invoke as we educate the next generation of health, law, and human services professionals, as we create new knowledge through our rich research enterprise, as we advance economic development by putting our discovery to work, and as we serve all those who rely on our compassion and expertise.

As you read this summary of our progress, know that you — our students, faculty, and staff — are central to the successes we've achieved thus far. I thank you for your dedication to our work and to our excellence.

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

Jay A. Perman, MD, President, University of Maryland, Baltimore

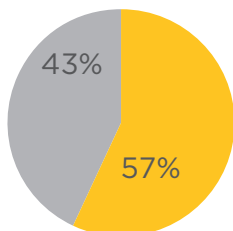
Overarching Strategic Plan Information

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 |

303 GOALS
DISTRIBUTED

28 STRATEGIC
OBJECTIVES



THE SEVEN ACADEMIC UNITS ACCOUNT FOR 129 (43%) OF ALL PLAN GOALS

THE EIGHT VP-LED UNITS ACCOUNT FOR 174 (57%) OF ALL PLAN GOALS

289 of 303

GOALS CURRENTLY UNDERWAY AT VARIOUS STAGES OF COMPLETION



86 (28%)

GOAL STATUS IS COMPLETED/ACHIEVED

92 (31%)

NEARING COMPLETION/SIGNIFICANT PROGRESS

125 (41%)

SUBSTANTIALLY UNDERWAY/PRELIMINARILY UNDERWAY/NOT YET STARTED/CANCELED



STRATEGICALLY, UMB WISHES TO IMPACT GLOBAL HEALTH. In this regard, the executive director leads the Maryland Global Initiatives Corporation in the development and implementation of policies and practices to increase UMB's operational effectiveness at our international sites and provide the operational infrastructure necessary for faculty and staff to implement projects that require an on-the-ground presence outside the United States. Successful efforts to date include training international staff on UMB operations, streamlining procurement procedures to improve timeliness of approvals, and incorporating human resource management best practices to increase retention and staff productivity."

*Dawn Rhodes, MBA, Chief Business and Finance Officer and Vice President
Theme 2: Research and Scholarship*

4,000+

STUDENTS, FACULTY, STAFF, ENTREPRENEURS, AND COMMUNITY MEMBERS HAVE WALKED THROUGH OUR DOORS AT THE GRID SINCE ITS GRAND OPENING



STUDENTS ASKED FOR MORE RESOURCES AND EDUCATION AROUND ENTREPRENEURSHIP AND INNOVATION, AND WE ANSWERED.

The Graduate Research Innovation District — better known as 'the Grid' — had its grand opening in December 2017. Since then we have had 4,000+ students, faculty, staff, entrepreneurs, and community members walk through our doors to attend workshops and meetings, get advice on small business development or legal issues, or grab a cup of coffee from the cafe and take advantage of our co-working space. When visiting the Grid, students have the opportunity to mix with several startups who are leasing offices and tables throughout the space. Students receive access to numerous educational resources, including the President's Entrepreneurial Fellowship, workshops about intellectual property and design thinking, and coursework such as Entrepreneurship in the Life Sciences. Baltimore is a city of makers, creators, builders, and problem solvers; the Grid helps UMB join that conversation while adding a new and vibrant space for students at the BioPark. UMB is committed to supporting entrepreneurship and innovation, in both the student population and the broader West Baltimore community."

*Bruce Jarrell, MD, FACS, Executive Vice President and Provost, and Dean of the Graduate School
Theme 1: Health, Justice, and Social Impact*

2-Year Strategic Plan Status Summary

113 GOALS WERE SCHEDULED TO BE COMPLETED BY JUNE 30, 2018



63 (56%)

GOAL STATUS IS COMPLETED/ACHIEVED

31 (27%)

NEARING COMPLETION/SIGNIFICANT PROGRESS

19 (17%)

SUBSTANTIALLY UNDERWAY/PRELIMINARILY UNDERWAY/NOT YET STARTED/CANCELED

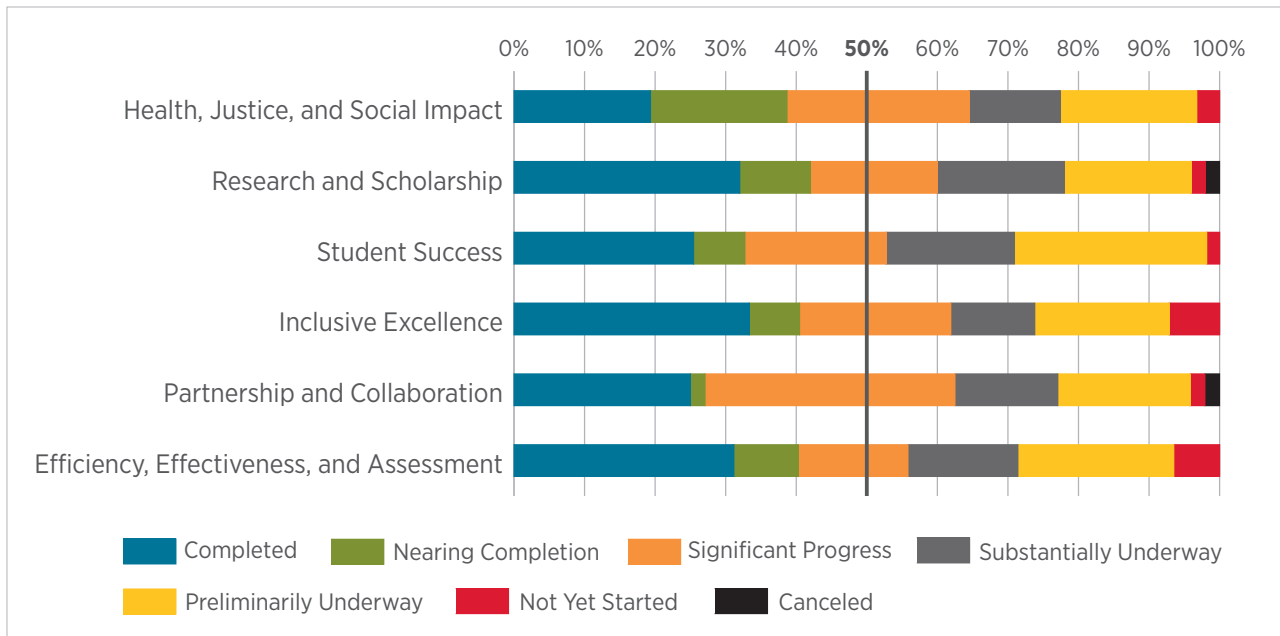


WE HAVE SUCCESSFULLY LAUNCHED A ‘CULTURAL’ TRANSFORMATION OF THE SCHOOL OF NURSING BY EMBRACING THE USE OF DATA ANALYTICS TO INFORM DECISION-MAKING ACROSS ALL AREAS OF THE SCHOOL. Over the past year and a half, the emphasis on data-based decisions has guided how we have approached the student achievement gap, how the communications team evaluates the value of our marketing efforts, and our ongoing efforts to develop our grants process so that it can feed our research enterprise with a steady infusion of financial support. We continue to anticipate that our efforts to incorporate data analytics into our decision-making also will improve outcomes.”

*Jane M. Kirschling, PhD, RN, FAAN, Dean, School of Nursing
Theme 6: Efficiency, Effectiveness, and Assessment*

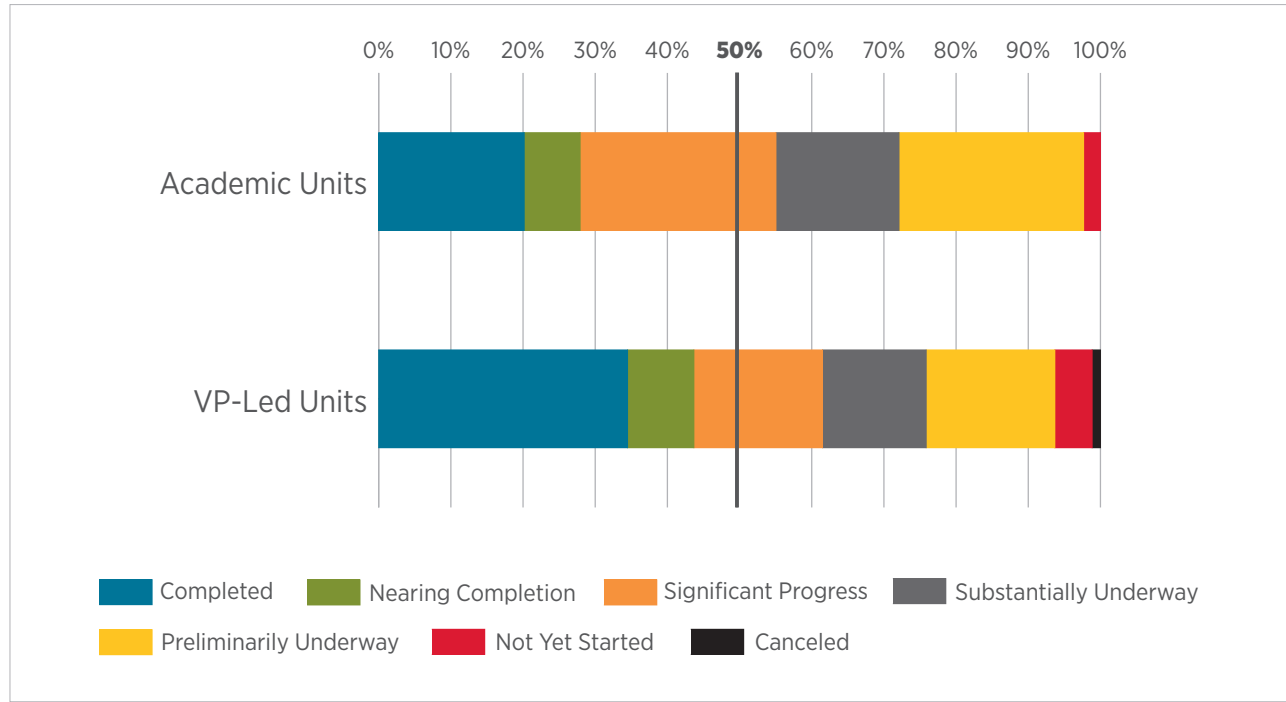
PROGRESS IS BEING MADE ACROSS ALL SIX THEMES

More than 50 percent of goals in each theme are completed, nearing completion, or show significant progress.



TWO YEARS INTO THE PLAN

More than 50 percent of plan goals in the seven academic units and eight VP-led units are completed, nearing completion, or show significant progress.



THE OFFICE OF COMMUNITY ENGAGEMENT [OCE] IS COMMITTED TO IMPROVING EXPOSURE TO THE UMB CAMPUS FOR BALTIMORE CITY PUBLIC SCHOOL STUDENTS AND TO THE CAREERS FOR WHICH WE TRAIN OUR STUDENTS TO BE THE NEXT GENERATION OF HEALTH, LAW, AND SOCIAL WORK PROFESSIONALS. As such, the OCE partners with the Baltimore City school district to co-develop activities on the UMB campus that expose students to careers in health, law, and human services in safe, fun, and innovative ways to increase students' knowledge and interest in learning. Presently, UMB schools collaborate with the OCE to develop programming that exposes children to careers as well as a variety of health and wellness initiatives. For example, to connect students' knowledge of healthy eating, UMB increases student exposure to local farmers markets and educational activities that promote interest in consuming fresh fruits and vegetables while emphasizing budgeting concepts. To date, 22 interactive programs are in the OCE portfolio reinforcing our commitment to our neighbors."

*Jennifer B. Litchman, MA, Senior Vice President for External Affairs
Theme 5: Partnership and Collaboration*

22

INTERACTIVE PROGRAMS TO DATE IN THE OFFICE OF COMMUNITY ENGAGEMENT PORTFOLIO REINFORCE OUR COMMITMENT TO OUR NEIGHBORS



THE SCHOOL OF PHARMACY HAS BEEN COMMITTED TO PHD-LEVEL EDUCATION FOR DECADES, AND IN RECENT YEARS HAS STRATEGICALLY FOCUSED ON EXPANDING ITS GRADUATE PROGRAMS WITH SEVERAL NEW DEGREES AND CERTIFICATES. These programs, which harness the diverse expertise of the school's faculty, meet an important demand for professionals who want to develop their skill set to stay relevant in an evolving workplace. The degrees are well-suited to meet this demand because the majority are flexible, with quality curriculum delivered online to students. The school's master degree offerings now total five: MS and Post-Baccalaureate Certificates in Palliative Care; MS in Pharmaceutical Health Services Research; MS in Pharmaceutical Sciences; MS in Pharmacometrics; and MS and Post-Baccalaureate Certificates in Regulatory Science."

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

SOP Expanded Master Degree Offerings

- 1 | MS and Post-Baccalaureate Certificates in Palliative Care
- 2 | MS in Pharmaceutical Health Services Research
- 3 | MS in Pharmaceutical Sciences
- 4 | MS in Pharmacometrics
- 5 | MS and Post-Baccalaureate Certificates in Regulatory Science



EXPANDING CULTURAL COMPETENCE IN THE CENTER FOR INFORMATION TECHNOLOGY SERVICES [CITS] IS A STRATEGIC PRIORITY WE FULLY EMBRACE. Cultivating a climate in which diversity and inclusion are celebrated allows CITS to improve its services to the campus community. To accomplish our strategies for inclusive excellence, CITS sought out the Diversity Advisory Council [DAC] for guidance. In spring 2018, the DAC presented at the CITS all-staff meeting. Subsequent conversations have helped advance cultural competence within CITS. We will continue to work with the DAC to deepen our sensitivities and to assess our efforts."

*Peter J. Murray, PhD, Chief Information Officer and Vice President
Theme 4: Inclusive Excellence*

2-YEAR PROGRESS REPORT SUMMARY



The University community has made significant progress in advancing our collective strategies in our six thematic areas. Through the efforts of many, greater than 50 percent of our stated goals are completed, nearly completed, or have made significant progress toward achieving their intended purpose. Having now established a formal process of accountability, we continue to demonstrate strength, resolve, and commitment to our continuous growth, stability, efficiency, and ongoing relevance as a producer of knowledge and expertise in the health sciences and related disciplines. Working together as one University, we are moving even closer to realizing our vision for Maryland, the region, and beyond.

*Roger J. Ward, EdD, JD, MSL, MPA
Senior Vice President for Operations and Institutional Effectiveness and Vice Dean of the Graduate School*