UMB STRATEGIC PLAN
2022-2026

Town Hall
June 3, 2021

Dr. Judy L. Postmus
Dean & Professor, School of Social Work

Dr. Roger J. Ward
Provost & EVP (Interim)
Dean, Graduate School

Steering Committee

Roger Ward, Co-Chair   **Judy Postmus**, Co-Chair

Joshua Abzug – Faculty Senate

Bimbola Akintade – Nursing

Peter Danchin – Carey Law

Christina Fenwick – Staff Senate

Nivedita Hegdekar – USGA

Laura Kozak – External Relations

Jon Kucskar – President's Office

Lisa Lebovitz – Pharmacy

Flavius Lilly – Graduate School

Mark Macek – Dentistry

John McKee – Philanthropy

Peter Murray – CITS

Dennis Paffrath – ORD

Donna Parker – Medicine

Dawn Rhodes – A&F

Terry Rogers – Medicine

Wendy Shaia – Social Work

Emily Smith – GSA

Stephanie Suerth – Compliance

M.J. Tooey – HSHSL

Ashley Valis – Community Engagement

Logistics Committee

Roger Ward, Co-Chair   **Judy Postmus**, Co-Chair

Cherita Adams   Jon Kucskar

Danielle Brown   Karen Matthews

Michael Brown   Tricia O'Neill

Nazanin Fouladi   Greg Spengler

Laura Kozak

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Strategic Planning Timeline

January – March
- Review Core Values
- Develop strategic plan themes and high-level strategic outcomes informed by:
  - Mission, Vision, Core Values
  - President's goals; USM goals; current strategic planning goals, MHEC, Other (?) …
  - Involves deans, VPs, shared governance councils, others (?)

April – May
- University-wide feedback/input sessions on themes and outcomes
- Revise and refine themes and outcomes
- Draft plan

Mid-May – June
- Finalize and adopt plan
- Design implementation plan

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Core Values Evolution

Civility/Accountability ➡ **Respect and Integrity**

New ➡ **Well-Being and Sustainability**

Diversity ➡ **Equity and Justice**

Excellence/Knowledge/Collaboration ➡ **Innovation and Discovery**

Civility/Accountabili

RESPE and INTEGRITY

WHAT IT MEANS

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

SYNONYMS/IDEAS TO CAPTURE IN THE FULLER NARRATIVE

Civility | Accountability | Transparency | Ethics – Compassion - Empathy

New WELL BEING and SUSTAINABILITY

WHAT IT MEANS

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

SYNONYMS/IDEAS TO CAPTURE IN THE FULLER NARRATIVE

Work & Academic Life Balance | Environmentally Friendly

Responsible Stewardship of Resources| Family Friendly| Mindfulness

Diversity

EQUITY and JUSTICE

WHAT IT MEANS

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

SYNONYMS/IDEAS TO CAPTURE IN THE FULLER NARRATIVE

Diversity | Inclusion | Social Justice | Anti-racist

Excellence/Knowledge/Collabora~~tion~~

INNOVATION and DISCOVERY

WHAT IT MEANS

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

SYNONYMS/IDEAS TO CAPTURE IN THE FULLER NARRATIVE

Creativity | Discovery | Agility | Novel Thinking | Teamwork | Partnership | Taking Risks | Learn from mistakes | Explore new opportunities | Embrace Optimism | Be Influential | Develop Leaders | Be Agile

RESPECT and

WELL-BEING and

INTEGRITY

SUSTAINABILITY

EQUITY and JUSTICE

INNOVATION and DISCOVERY

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Themes & Strategic Outcomes

THEME – A major area of focus for the University influenced by our mission, vision, and core values.

--Developed at the University Level--

STRATEGIC OBJECTIVE – A long-term organizational goal that puts a theme into context and brings it into sharper focus

--Developed at the University Level--

STRATEGIC OUTCOMES - The results the University expects to realize if it is successful in pursuing the strategic objectives.

--Developed at the University Level--

GOALS (SMART) – Strategies, approaches, milestones, or actions developed in plans by schools and administrative units to achieve the objective and outcomes

--Developed at the School/Unit Levels--

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Strategic Plan 2016 Themes

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

SP 2016 Plan:

https://www.umaryland.edu/about-umb/strategic-plan/themes/

Strategic Themes

Community Partnership and Collaboration

University Culture, Engagement and Belonging

Student Growth and Success

Innovation and Reimagination

Global Health and Education

Core Values Integration and Accountability

Community Partnership and Collaboration

Objective: Grounded in health equity, anti-racism, anti-oppression and social justice, UMB will formalize a university-wide approach to community engagement and scholarship that dismantles systemic racism both inside and outside our campus. We will foster inclusive and equitable partnership with our neighbors across the human lifespan and model the embodiment of anti-racist and anti-oppressive practices in higher education. We strive to incorporate the values of equity and justice into the teaching, service, programs, and research at UMB, with the goal of achieving joy and hope in our society.

Outcomes:

- UMB becomes a trusted partner and resource as we build relationships with our neighbors in West Baltimore and throughout the region. Partners include University System of MD institutions, businesses, government, K-12 education, arts, foundations, nonprofits, community organizations, and citizens. We strive for neighborhoods that are safe, vibrant, equitable, and inclusive communities that promote the well-being, health, social justice, and economic benefit of all.

- UMB centers the guidance and approval of the community members most impacted in the development of university programs. We encourage the use of evidence to measure and document the impact of UMB's health, legal, social work, and economic development programs, while honoring different ways of knowing, community sovereignty and the wisdom of older adults

- A university culture that values and rewards research and teaching that is grounded in community engagement. UMB supports and holds faculty, staff, and administrators accountable for ethical and mutually beneficial community engagement practices.

- In order to promote equity, we will seek to learn from and repair some of the missteps of our own institution and will work with our neighbors and partners to identify ways to do so.

- Strategic partnerships with other USM institutions that can be viewed as a regional and national model of collaboration between distinct institutions with complementary missions.

- Establish an empowered organizational structure at the university/administration level to resource, coordinate and support community initiatives at the schools.

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University Culture, Engagement and Belonging

Objective: Create a sustainable culture of care that engages and embraces all members of UMB, and the broader community, through respect, collaboration, service, and communication that fosters belonging, understanding, trust, and equity.

Outcomes:

- Campus climate that celebrates inclusivity, social justice, equity, and diversity: promoting a culture of care.

- A University where identifying opportunities, planning, setting goals, and decision-making is inclusive and actively seeks input from stakeholders at all levels and all backgrounds within in the University.

- Through institutional and financial support, create space, acknowledge and value all groups within the organization that are representative of our community.

- An organization that provides professional and educational activities that build cultural competency, equity, and respect

- University that is socially responsible by promoting an interconnected community that is connected to UMB's mission, respectful of all individuals, and acts to the betterment and benefit society.

- A University that is accountable and just, recognizing the historical and current damage and working to address the harm and eliminate social inequities.

- Communication that is empowering, inclusive, and culturally competent.

Student Growth and Success

Objective: Design and implement collaborative, inclusive, respectful and accessible academic learning environments that equitably support and develop students to become exemplary professionals and purposeful contributors to society.

Outcomes:

- Academic programs, offerings and services that are accessible to students of all racial and ethnic backgrounds, income levels, and social identities

- Anti-racist and anti-oppressive policies, practices and programming that promote student well-being, belonging and success.

- Enhanced student learning and innovation through creative and effective teaching methods developed via collaborative and agile faculty development initiatives.

- Student engagement in curricular and co-curricular experiences that promote social responsibility and cultural humility

- Initiatives that foster students' passions and skills in preparation for meaningful self-reflection and ethical careers in alignment with the UMB Core Values.

- A diverse and engaged alumni community that supports and creates sustainable connections for student mentoring, networking and scholarships.

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Innovation and Reimagination

Objective: Foster an agile, creative, risk-tolerant, learning environment, boldly capitalizing on new opportunities, technologies, and the power of collaboration to discover meaningful solutions to the complex problems impacting UMB, and its strategic partners and communities

Outcomes:

- Incentivize the use of advanced and emerging technologies and data-driven analytics, driving student success, groundbreaking discoveries, and administrative effectiveness

- Establish an environment rewarding unconventional ideas, acknowledging the importance of risk-taking for bold gains, and learning from failures

- Encourage broad collaborations addressing challenges and enhancing the quality, relevance, and impact of novel ideas and solutions

- Pursue and disseminate discoveries catalyzing change and improving the human condition

- Foster excellence in education by using best practices in teaching to prepare students for promising opportunities and future challenges

- Embrace new ways to attract and recruit faculty, staff, and students from a diversity of backgrounds and proficiencies; developing pipelines and expanding opportunities for underserved groups

- Nurture a supportive and collaborative administrative environment encouraging broad input and free exchange of ideas

Global Health and Education

Objective: UMB seeks to enhance its impact and reputation as a globally engaged research institution committed to improving the human condition. Together with our domestic and international partners and collaborators, we will strengthen and invest in interdisciplinary innovative learning, teaching, program implementation, research and dialogue in pursuit of equitable, just, and sustainable solutions to global challenges.

Outcomes:

- All students have the opportunity to engage in global learning during their time at UMB

- A focused leveraging and measurable increase of institutional resources to support sustainable, innovative, ethical, and responsive global engagement, education, and research

- Expand University programs that value, support, and celebrate the richness and expertise of international students, scholars, and faculty

- University through the Center of Global Engagement will provide enhanced operational support and a knowledge platform with which the Schools will align their programs and processes to develop global collaborations, track global activities, and share successes

- A University comprehensive and integrated communications strategy that effectively promotes UMB internally and externally as a national and international ethical powerhouse in global health, research, and education

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Core Values Integration and Accountability

Objective:

To systematically integrate UMB's Core Values into the organizational culture through demonstrated behaviors and education so that internal and external stakeholders clearly understand who we are as an organization and what we stand for. UMB's Core Values need to be the cornerstone of decision-making and identifying the behavior to which we all will be held accountable

Outcomes:

- Demonstrated leadership behavior that shows commitment to and support for integrating Core Values into UMB's organizational culture and for holding each other accountable to them.

- A clearly articulated group of behavioral expectations related to each Core Value set will be developed collaboratively by a representative group of the university community to which members of the community will be held accountable.

- Increased knowledge through education and commitment to living the Core Values by faculty, staff, and students in order enhance the environment in which we work and serve

- Operationalizing Core Values at each school and administrative unit that encompasses talent management, employee development & empowerment, enhancements to student learning & experiences, and others tools provided by UMB

- Qualitative or quantitative data, which is transparently shared, indicating how members of the community are engaged with and demonstrating behavioral expectations of the Core Values.

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The End

Go in Peace and Spread Love