

2017

UMB STRATEGIC PLAN

2021

PURSUING EXCELLENCE | MAXIMIZING IMPACT

*Four-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	

FOUR-YEAR PROGRESS REPORT



Dear Colleagues:

With pleasure and immense pride, I present the 2017-2021 Strategic Plan progress report for the period ending June 30, 2020. In the face of the COVID-19 pandemic, the University of Maryland, Baltimore (UMB) community continues to make impressive progress on achieving the institution's priorities while confronting the many challenges the pandemic is producing.

Please know that this summary is only a small sampling of the progress we have made during these unprecedented times. I am proud of each UMB member for doing their part in accomplishing our shared goals. I look forward to our promising future and the successes I am sure we will achieve together!

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, President, University of Maryland, Baltimore

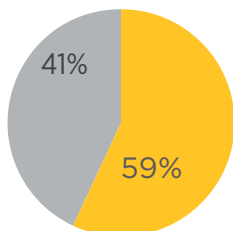
Overarching Strategic Plan Information

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 |

299 GOALS
DISTRIBUTED
(OF 314)

28 STRATEGIC
OBJECTIVES



THE SEVEN ACADEMIC UNITS ACCOUNT FOR 129 (41%) OF ALL PLAN GOALS

THE EIGHT VICE PRESIDENT-LED UNITS ACCOUNT FOR 185 (59%) OF ALL PLAN GOALS

299 of 314

GOALS CURRENTLY UNDERWAY AT VARIOUS STAGES OF COMPLETION



112 (36%)

GOAL STATUS IS
COMPLETED/ACHIEVED

147 (47%)

NEARING COMPLETION/
SIGNIFICANT PROGRESS

55 (17%)

SUBSTANTIALLY UNDERWAY/PRELIMINARILY
UNDERWAY/NOT YET STARTED/CANCELED



THE SCHOOL OF MEDICINE [SOM] CONTINUES TO MAKE SIGNIFICANT PROGRESS IN MEETING THE NEEDS OF THE REGION BY PROVIDING AMBULATORY ACCESS AND QUALITY CARE IN RESPONSE TO A SHIFT IN PATIENT CARE DELIVERY TO MORE OUTPATIENT AND SATELLITE FACILITIES. Ambulatory care facilities such as Waterloo Crossing in Howard County and the newer orthopaedics faculty practice site at Camden Yards continue to experience monthly volume increases. The COVID-19 pandemic has created a need for specialized care services and delivery mechanisms to which SOM responded vigorously. For example, telemedicine volume across all medical specialties approached 100,000 patient visits during the first eight months of the pandemic. In addition, we administered telemedicine services using robotics for the treatment of COVID-19 patients successfully. SOM is well-positioned to remain a regional leader in delivering excellent patient care well into the future.”

*Anthony Lehman, MD, MSPH, Senior Associate Dean for Clinical Affairs, School of Medicine
Theme 1: Health, Justice, and Social Impact*

100,000

APPROXIMATE NUMBER OF TELEMEDICINE VISITS
ACROSS ALL MEDICAL SPECIALTIES DURING THE FIRST
EIGHT MONTHS OF THE PANDEMIC



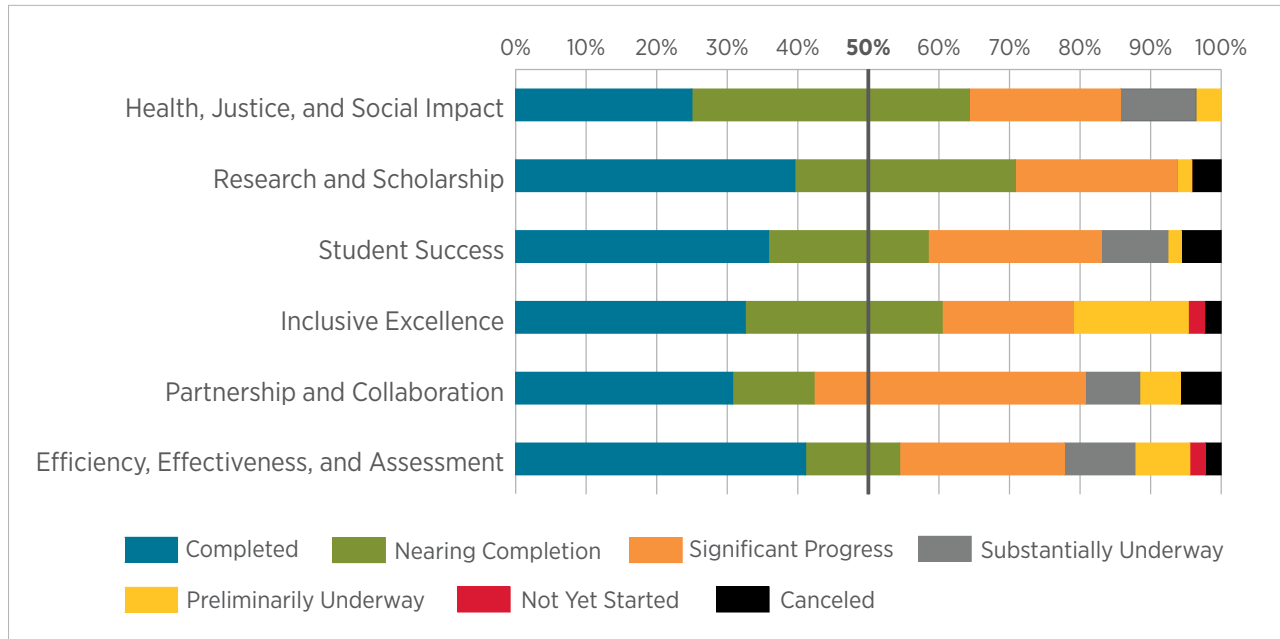
THE ADMINISTRATION AND FINANCE DIVISIONS OF THE OFFICE OF REAL ESTATE, PLANNING, AND SPACE MANAGEMENT, AS PART OF EFFORTS TO REDEVELOP THE NORTH SIDE OF CAMPUS, executed for UMB the sale of the former Drovers and Mechanics National Bank building at 100 N. Eutaw St., the old Sons of Italy building at 410 W. Fayette St., and the parking lot at 418 W. Fayette St. A new \$70 million private real estate development is being built on this site. Other significant purchases, demolitions, and planned renovations include the properties at 606-608 W. Lexington St., 609 W. Lexington St., and 222-224 N. Greene St. A Part-One Facility Program has been completed, and a revised capital budget request has been submitted for a new School of Social Work [SSW] building. The request now calls for a new SSW building on the north side of the 600 block of W. Lexington St.”

*Dawn Rhodes, MBA, Chief Business and Finance Officer and Vice President
Theme 5: Partnership and Collaboration*

Four-Year Strategic Plan Status Summary

PROGRESS IS BEING MADE ACROSS ALL SIX THEMES

82% of all plan goals are completed, nearing completion, or showing significant progress, up from 73% in the previous reporting period.



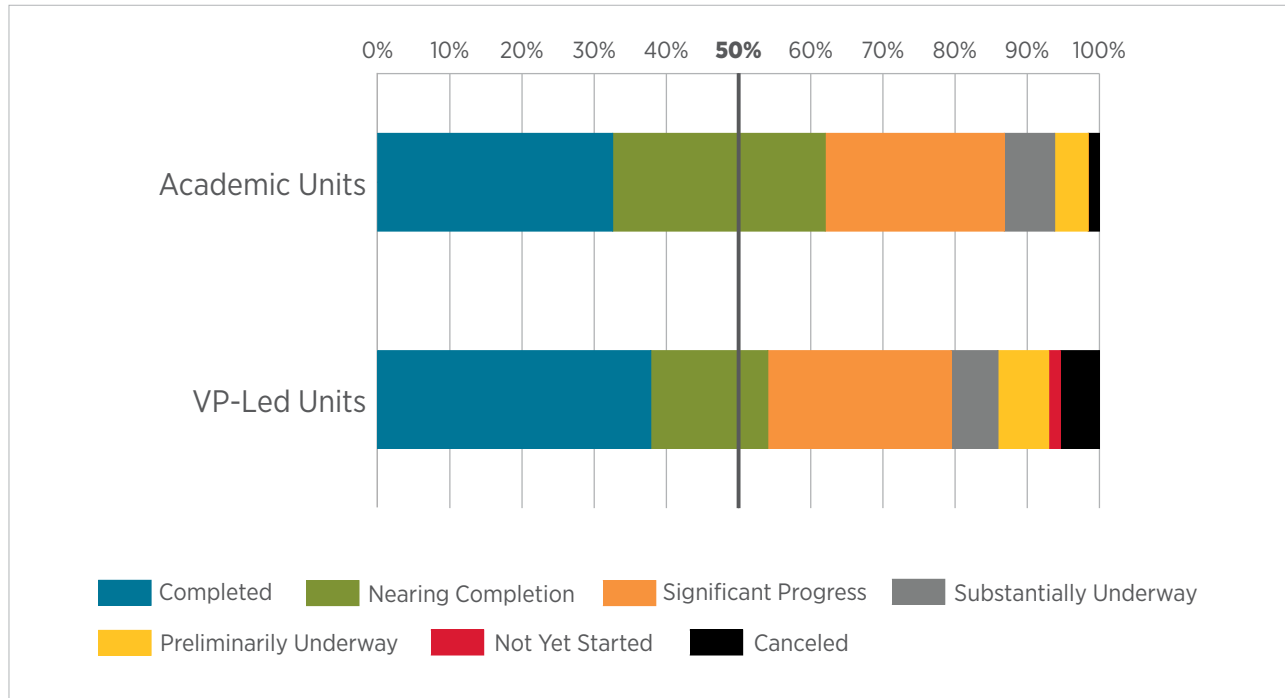
STUDENTS ASKED FOR MORE RESOURCES AND EDUCATION AROUND ENTREPRENEURSHIP AND INNOVATION, AND WE ANSWERED.

The Graduate School [GS] continues to grow its academic programs and faculty. In 2020, the school assumed sponsorship of a physician assistant program from Anne Arundel Community College and launched a PhD in Health Professions Education. To provide a home for this growth, GS sought to create dedicated collaborative spaces across campus for faculty, staff, and students. To that aim, GS has nearly completed the renovation of a dedicated space on the first floor of the Lexington Building. The space will accommodate faculty and staff offices, select student services, and a student lounge. When UMB lifts teleworking guidance, we anticipate that GS will move into this new space within 30 days. This consolidation was important because of the school's growth. In addition, the Faculty Center for Teaching and Learning and the Grid [Graduate Research Innovation District] will relocate to the Health Sciences and Human Services Library following a renovation project now on hold due to COVID-19. The strategic co-location in a central space on campus was desired to facilitate access for faculty and students.”

*Flavius R.W. Lilly, PhD, MA, MPH, Vice Dean, Graduate School, and Vice Provost, Academic and Student Affairs
Theme 3: Student Success*

FOUR YEARS INTO THE PLAN

More than 87% of the academic units' and 79% of the vice president-led units' goals are completed, nearing completion, or showing significant progress.



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THE COVID-19 PANDEMIC, PARTICULARLY AT THE OUTSET, HAS HAD A SIGNIFICANT IMPACT ON OUR FUNDRAISING. INDIVIDUALS CHOSE TO SLOW THEIR GIVING OR DEFERRED DECISIONS UNTIL THE ECONOMIC SITUATION CRYSTALLIZED FURTHER. In May and June 2020, the Office of Philanthropy [OP] achieved greater traction in part through the development of nearly a dozen student emergency funds to meet various needs. The reality, though, is that COVID-19 impacted the Catalyst Campaign's goal timeline dramatically. For these reasons and because of the uncertainty of the philanthropic landscape, UMB leadership, the UMB Foundation Board of Trustees, and the University System of Maryland Foundation approved an extension of the \$750 million Catalyst Campaign to Dec. 31, 2022. OP raised \$79.3 million of an ambitious and aspirational goal of \$104.5 million during a challenging fundraising year. The OP team raised these dollars without the benefit of any transformational, eight-figure gifts. Through June 2020, the Catalyst Campaign stood at \$567 million, or 75.6 percent of the total goal. UMB has set a fundraising goal of \$85 million in Fiscal Year 2021, representing a projected growth of 7 percent over the previous reporting period. We are working on several significant transformational gifts with three UMB schools.”

Lawrence Kushner, Associate Vice President, Philanthropy
Theme 6: Efficiency, Effectiveness, and Assessment

\$79.3

MILLION OF AN AMBITIOUS AND ASPIRATIONAL GOAL OF \$104.5 MILLION RAISED DURING A CHALLENGING FUNDRAISING YEAR

“

CREATING A PRODUCTIVE DISCOVERY-TO-DELIVERY RESEARCH MODEL TO CATALYZE ECONOMIC DEVELOPMENT IS A UMB PRIORITY. The Maryland Momentum Fund [MMF] was created to provide a funding mechanism for University System of Maryland-associated companies having difficulty attracting investment for early-stage and high-risk innovations that propose groundbreaking technology solutions. MMF invested \$2.15 million in nine companies during the last fiscal year. From its inception until June 30, 2020, MMF made a total investment of \$4.49 million distributed among 17 companies. These investments include \$300,000 in KaloCyte, which creates a freeze-dried, bio-inspired artificial red blood cell substitute; \$350,000 in ARMR Systems, which develops wearable tourniquets that increase the survivability of traumatic battlefield injuries where advanced medical support is not immediately available; and \$150,000 in pathOtrak, which is revolutionizing food safety testing.”

Claire Broido Johnson, Managing Director, Maryland Momentum Fund, and James L. Hughes, MBA, Senior Vice President and Chief Enterprise and Economic Development Officer
Theme 2: Research and Scholarship

\$2.15 MILLION INVESTED IN NINE COMPANIES BY THE MARYLAND MOMENTUM FUND DURING THE LAST FISCAL YEAR

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THE SCHOOL OF DENTISTRY [SOD] AIMS TO BE AN ACADEMIC LEADER THROUGH OUR INVESTMENT IN THE PROFESSIONAL DEVELOPMENT OF OUR STAFF MEMBERS. By providing regular opportunities for formal training, we seek to maintain a culture of inclusive excellence in which all employees, regardless of background or experience, have opportunities for growth. Initiatives such as small group meetings, retreat workshops, and ongoing courses in the Learning Management System enable members of the SOD community to build upon their skills and talents to reach their highest potential. SOD established a structure focused on providing regular opportunities for staff development, tracking the number of formal training and development programs for staff. This data is objectively reviewed and analyzed on an ongoing basis to ensure that all staff members are participating in professional development activity annually.”

Mark A. Reynolds, DDS, PhD, MA, Dean, School of Dentistry
Theme 4: Inclusive Excellence

FOUR-YEAR PROGRESS REPORT SUMMARY



As we approach the final year of our strategic plan, the University of Maryland, Baltimore (UMB) is well-positioned to complete many of the aspirational priorities planned. Although the COVID-19 pandemic has impacted progress on some themes, 82 percent of all plan goals are completed, nearing completion, or showing significant progress, an increase of 9 percent over the previous reporting period. Long-range planning and conscious implementation reflect our commitment to UMB’s continuous improvement and the achievement of our mission — to improve the human condition.

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