

# Update

REDEFINING COLLABORATION

The University administration is pleased to inform you that the implementation phase of the 2011-2016 Strategic Plan continues to gather momentum. Following the recommendations of the Executive Implementation Committee (EIC), a group that includes all the school deans and University vice presidents as well as AVPs and directors from various administrative units, the University recently approved more than \$2 million to support the themes, goals, tactics, and fundamental elements of the plan that will move the University of Maryland, Baltimore (UMB) forward.

As you may recall, our strategic plan, which now represents almost two years of work, is an overarching document that will direct our University for the next five years and shape it for the next 10. The focus has shifted from the planning phase, which has not ended, but rather will constantly evolve and be used as a reference for guiding the future and beyond, into the implementation phase. The implementation phase is critical, and two-person leadership teams, made up of members of the EIC, were formed to oversee each of the themes and the fundamental elements that comprise the strategic plan. Each team leads a theme or a fundamental element, collectively prioritizing goals, deciding strategies, reviewing outcomes, reporting on progress, and making modifications as needed. For instance, the work of the EIC moved the strategic plan into its current phase of implementation—discussions regarding the themes and fundamental elements yielded the many goals and tactics for how to achieve these strategic plan initiatives.

The tactics, identified during months of meetings among campus stakeholders, are the action steps that assure the strategic plan will be a living document that produces results, and continue to evolve beyond its initial five- and 10-year framework.

## **PROCESS**

The process of developing the strategic plan began in the spring of 2011, about a year after Jay A. Perman, MD, joined the University as president. Perman decided to launch a broad, inclusive survey of the campus to determine and shape its future direction.

“This is the first time this University has taken on work of such depth and breadth,” said Karen Matthews, MPA, director of planning and program development in the Office of the Chief Operating Officer. “The scope of this undertaking is astonishing.”

The plan includes eight themes: achieve pre-eminence as an innovator; promote diversity and a culture of inclusion; foster a culture of accountability and transparency; excel at interdisciplinary research and

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interprofessional education, clinical care and practice, and public service; develop local and global initiatives that address critical issues; drive economic development; create an enduring and responsible financial model for the University; and create a vibrant, dynamic University community.

During the strategic planning process, four fundamental elements emerged as essential components of all themes: information technology (IT), communications, government and external affairs, and faculty and staff training.

Goals were identified to support each theme and fundamental element. Planners then developed several tactics for each goal. The plan's 134 tactics are actionable, measurable steps meant to put the strategic plan into action.

Matthews said the tactics had to be prioritized—and not based exclusively on the cost to implement, or just on impact. To be approved, the tactics have to fit together in a logical, efficient way or have to be a necessary first step for a change in University culture. “When you start to consider the resources available, you can’t do all of them at one time,” she stated.

In the current 2013 fiscal year, 59 of the tactics were selected by the EIC to move forward. Of those, 44 required no funding. Ten involved either one-time funding (a total of \$1 million), while eight received recurring funding (\$1.25 million this year) that will have to be budgeted annually over the next five years. Three of those tactics received both one-time and recurring funding.

#### **FUNDING HIGHLIGHTS** (arranged by theme)

**To achieve pre-eminence as an innovator:** Received a one-time allotment of \$400,000 and a recurring \$250,000 for its tactic to “develop a highly facile, universally accessible, secure information technology electronic health information infrastructure with knowledge management and decision support functions to support novel, data-driven health care delivery research and clinical care.” As a result, a governance structure is being created, including outlining the operational structure, and space requirements are being defined. Stay tuned for more information on the creation of an exciting Research HARBOR, a data access resource.

**To excel at interdisciplinary research:** Received a one-time \$300,000 allotment to “identify, assess, enhance, and support existing interdisciplinary research [IDR] programs.” Schools will be asked to provide all major interdisciplinary research programs within and external to the University. A cross-disciplinary committee will be established to oversee an IDR seed grant program leading to extramural funding, with an established process to annually monitor and assess productivity and success. Also, the dean of graduate programs will be empowered to develop and establish a culture of IDR, through changes in curricula; annual reports will be used to measure the success of this shift in program emphasis. In a pilot IDR project, requests for proposals (RFPs) were sent to UMB faculty. Four grants of \$75,000 each will be awarded to support IDR projects that foster collaborative research endeavors among UMB schools.

**To develop local and global initiatives that address critical issues:** Received a recurring \$71,000 to “create an on-campus center for local engagement that supports and facilitates student-focused community-engaged education, research, and service” and a one-time \$50,000 investment to “increase the proportion of graduates working in underserved and/or resource-limited settings locally.” The former will include the creation of an on-campus center for local engagement. The latter will include the development of a plan to enhance and support the University’s ability to track alumni through “Live Where You Work” initiatives and incentives as well as a plan to increase the number of faculty, staff, and students engaged in volunteer activities, including volunteer activities that are interdisciplinary and inter-institutional and that mesh with existing local collaborations.

**To drive economic development:** Received a recurring \$111,000 to “create an Industry Liaison Office to train faculty to work with industry, market UMB to industry, and assist faculty in successfully completing projects.” The number of faculty being trained will be increased and the hiring of entrepreneurial-related personnel will be expedited by reducing the time to post new positions to begin recruitment. Another tactic under way will reduce the time it takes to execute corporate and clinical sponsored research agreements.

**To create an enduring and responsible financial model for the University:** Received a one-time \$250,000 allotment to “apply technology to streamline business processes and improve efficiency and cost structure across the University while providing dependable support services.” Standard operating procedures are being written for all administrative processes and high-priority processes being addressed by the HRMS (Human Resource Management System) upgrade are being identified. All affected parties will be involved in the design and rollout.

To create a dynamic University community: Received a recurring \$270,000 to “leverage security and public safety resources to increase safety awareness and sense of well-being for the University community.” Preparing employees and administrators to better respond to University emergencies, for example, through conducting campuswide emergency training exercises and emergency response training exercises for executive leadership and emergency responders, and coordinating a campuswide citizens watch initiative are among the actions planned. Other plans involve expanding the physical presence of public safety, including foot patrols, to Lexington Market and investing in public safety resources as UMB’s campus footprint grows so the University can continue to provide a consistent level of service and perception of safety to the University community.

Three of the four fundamental elements of the strategic plan also received funding. IT received a recurring \$120,000 to create a single sign-on to simplify access to email and the current UM Portal as well as other systems or online services. Communications was provided a one-time \$149,300 allotment to develop and implement external and internal communication plans, which include developing a common University events calendar and a mobile application as well as evaluating our current website and content

management system. Government and external relations received a recurring \$125,250 to create a new position in the Office of Government & Community Affairs to enhance the University's profile with federal officials. Efforts will focus on promoting the value of the University with key federal agencies and officials in order to attract increased federal support. The fourth fundamental element of faculty and staff training will focus on a comprehensive development program that both enhances knowledge and develops the skills of all employees as well as provides a training website.

Other tactics that did not receive funding this year are eligible for consideration next year, Matthews said. Meanwhile, the tactics that already received funding will be monitored and measured to assess their progress and make sure they are on course to meet their goals. All tactics are subject to re-evaluation.

Please do not think that the tactics that did not require funding are not important. On the contrary, they are very important and emphasize an enhancement to how we do our work. This requires allocation of the valuable resource of our people power and denotes an important culture shift in how our University proudly operates as Seven Schools | One University. Rest assured that, by devoting our collective talents and abilities, and more than \$2 million, to the strategic plan implementation, we are full speed ahead in this exciting initiative to which so many of you have contributed.

Stay tuned for future periodic updates on the strategic plan. To read more, visit [www.umaryland.edu/strategicplan/implementation/progress.html](http://www.umaryland.edu/strategicplan/implementation/progress.html).

