



# UMB 2022 – 2026 Strategic Plan

## *Implementation Guidance*

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# Session Objectives

- Review the evolution of the UMB 2022-2026 Strategic Plan (the “UMB Plan”)
- Explain how UMB will implement the UMB Plan campus-wide
- Distinguish the elements of a strategic SMART goal
- Describe the Strategic Planning Implementation Management System (SPIMS) and role assignments
- Introduce risk analysis and the Annual Implementation Plan (AIP)
- Review the UMB Strategic Plan Implementation Timeline



# UMB Strategic Plan Concept

Basic Premise: **Core Values** and **Strategic Plan Themes** are interlinked and evolve together

From January through June 2021 the 30-member **Strategic Plan Steering Committee** with broad representation from UMB was the catalyst for re-examining Core Values and existing Strategic Plan Themes



# Creating the UMB Strategic Plan

- Led by Co-Chairs Dean Judy Postmus, SSW, and Provost and Executive Vice President, Roger Ward
- Commenced January 2021 Inclusive and collaborative campuswide process
  - Strategic Planning Committee appointed; representing each school and central administration units;
  - Campus-wide participation
    - Workgroups formed
    - Virtual townhalls and information sessions held
    - surveys administered
- Core Values revisited
- Plan approved and adopted – Fall 2021
- Unit alignment begins



# UMB Mission and Core Values

## UMB Mission

“To improve the human condition and serve the public good of Maryland and society at-large through education, research, clinical care, and service.”

## Core Values

Respect and Integrity

Well-Being and Sustainability

Equity and Justice

Innovation and Discovery



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# UMB Strategic Plan





# UMB Strategic Plan Components

**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--*



# UMB Strategic Plan Components

## Themes

1. Accountability and Integration of Core Values
2. Student Growth and Success
3. University Culture, Engagement, and Belonging
4. Innovation and Reimagination
5. Community Partnership and Collaboration
6. Global Engagement and Education





# UMB Strategic Plan Components

## Objectives and Outcomes

Strategic **Objectives** are long term organizational goals that put each theme into context and bring it into sharper focus. The Steering Committee and its working groups established one Objective per Theme.

Example (Theme 4 – Innovation and Reimagination):

*UMB will foster an agile, creative, and 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, its schools, its strategic partners, and communities.*



# UMB Strategic Plan Components

## Objectives and Outcomes

Strategic **Outcomes** are the results UMB expects to realize when successfully pursuing the Strategic Objective. The Steering Committee and its working groups established four or five Outcomes for each Theme, totaling 25 overall.

Example (Theme 4 – Innovation and Reimagination):

Outcome #1: *UMB nurtures an environment of research and discovery that probes and answers challenging questions, openly shares knowledge, and improves the human condition.*



# UMB Strategic Plan Components

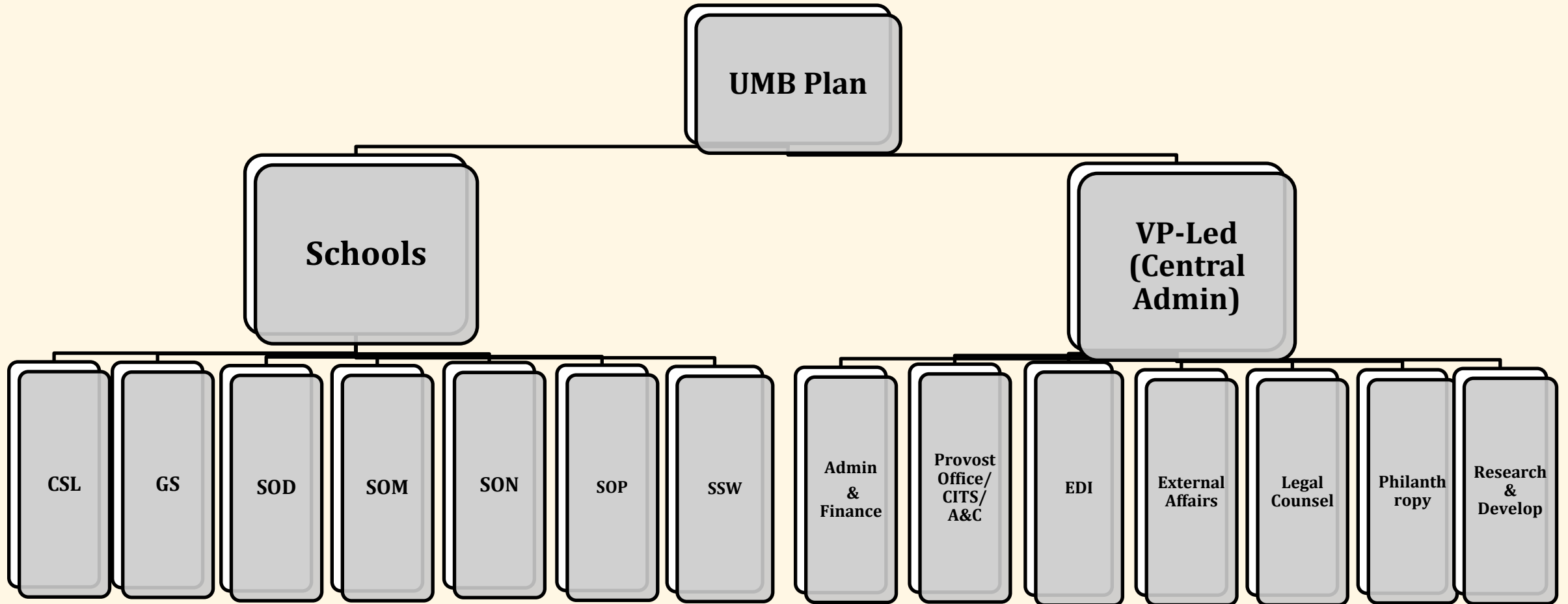
## Strategic “SMART” Goals

A Strategic SMART Goal is a ***“measurable action or approach undertaken by a school or VP-led unit to achieve progress toward attaining a specific UMB Strategic Plan outcome”***.

Beginning with the 2017 – 2021 Strategic Plan and continuing with the 2022 – 2026 Strategic Plan, UMB schools and VP-led administrative units have the responsibility to propose SMART goals aligned with the UMB Plan to collectively achieve the UMB Strategic Plan Outcomes.



# UMB Strategic Plan Primary Units





# Strategic Plan Alignment Facts

- Each *Primary Unit* to submit a Plan aligned to the comprehensive UMB Plan;
  - A Primary Unit can create subunit plans at its discretion, e.g., Human Resources Services is a subunit of the Primary Unit: Administration & Finance
    - Subunit plans align up and are made part of the Primary Unit's plan
- Unlike the previous 5-Year UMB Strategic Plan, all *strategic SMART Goals* in the current plan have a 5-year duration
  - Supports the requirement for creating a long-term (~5 year) strategic goal vs. one year action goal
  - Avoids the confusion of start-date or end-date slippage during the implementation phase.



# Alignment Facts

- Assign a goal to one theme and one outcome
  - If a goal seems to support more than one Theme and/or Outcome, it is too broad and should be split out into goals that support only one theme and outcome at a time
- There is no limit on the number of goals a Primary Unit can create and plan to achieve
  - The Provost anticipates a Primary Unit plan will contain strategic goals in every theme
- Goals are essentially descriptive in nature and address all SMART goal elements, including considerations for how to measure progress



# Alignment Facts

- Review at the Provost level is to resolve technical issues only (i.e., goals not conforming to SMART format).
- Goals are “owned” by the Primary Unit and do not require final approval, but technical review will occur as above;
- Goal risk-ranking requirement
- Annual Implementation Plan obligation



# SMART Goal Writing Guidance





## Establishing UMB Strategic Plan Goals

Goals are “owned” by the schools and VP-led units and do not require final approval by the President or Provost.

However, goals must align with stated UMB Strategic Plan Strategic Outcomes – otherwise how are they strategic for UMB?

Goals must also align with strategic plans for the respective school or VP-led unit. This alignment is the responsibility of each school to achieve. The Office of the Provost is not involved in this process.

Unlike the previous 5 Year UMB Strategic Plan, all Goals in the current plan will have a 5-year duration, thus avoiding the confusion of start-date or end-date slippage during the implementation phase.



## Strategic SMART Goals

Specific - Defines a clear, specific goal

Measurable - Progress can be tracked

Achievable - Can realistically be attained

Relevant - Aligned with organization's mission

Time-Bound anchored - Has a clear start and end date



## SMART Goals – Another View

<b>S</b>	<b>M</b>	<b>A</b>	<b>R</b>	<b>T</b>
<b>Specific</b>	<b>Measurable</b>	<b>Attainable</b>	<b>Realistic</b>	<b>Time-bound</b>
What do we really want to accomplish or do?	How will we know when we've achieved it?	Do we have the power to accomplish it?	Is it logical to assume we can achieve it?	When exactly do we want to accomplish it?



# Strategic SMART Goal Example

## **Theme 2: Student Growth and Success**

### **Objective:**

UMB will 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.

### **Outcome 2.4:**

UMB engages students and fosters their passions and skills to prepare them for meaningful self-reflection and ethical careers in alignment with the University's core values.



# Strategic SMART Goal Example

## Proposed Unit Goal (e.g., Provost Office- HS/HSL):

- Create a knowledge culture supportive of social entrepreneurship and innovation by developing responsive and anticipative services and programming designed to support collaborative engagement and research activity among faculty and students.
- Measures\* of progress to include tracking: #programs created, # and types of resources in collections, #participants, # new collaborations, student satisfaction survey results.

\*Remember to establish concrete criteria for measuring progress toward achieving the unit SMART goal.



# The Strategic Planning Implementation Management System (SPIMS)



# Implementing the UMB Plan

## A SPIMS Overview

- A new tracking system (SPIMS) accessed through the single-sign-on UMB portal has been developed by CITS to accommodate SMART goal creation, approval, and progress reporting;
- One or two levels of organization are available:
  - School / Unit wide – All goals and progress reporting are entered for one entity (e.g. School of Dentistry);
  - Sub-Unit – Goals and progress reporting are entered for a department or sub-unit within a School or VP area (e.g., Emergency Management within Administration and Finance).
- Each Primary Unit assigns a Strategic Plan Liaison;
  - Main contact on behalf of unit;
  - The liaison holds any of the three levels of access (e.g., administrator, contributor, or viewer);



# SPIMS

- SPIMS accommodate three types of role holders with varying levels of access
  - Unit Administrator Access: Can enter, edit, and approve goals and review progress on behalf of the unit assigned;
  - Contributor Access: Can enter goals and progress, but cannot approve on behalf of the unit assigned; and
  - View Access: Can view only goals and progress for the unit assigned.
- Undergoing final testing and review
- Guidance/ training sessions planned for early March





# Implementing UMB Goals

## **Risk Management**

New for this plan – Enterprise Risk Management. Once goals are finalized in system, schools and units will describe the risks that may prevent goal attainment. This information will inform ongoing risk mitigation strategies coordinated across UMB.

## **Annual Implementation Plan (AIP)**

New for this plan - Unit to provide the proposed action(s) to advance the SMART goal during the upcoming fiscal year

## **Progress Reporting**

Tracking system will facilitate periodic tracking of Goal progress, with definable time windows for narrative updates to be entered into system, including selecting pre-defined completion percentages



# Enterprise Risk Management





# Enterprise Risk Management

- After goals are submitted and reviewed, schools and units will self-assign dimensions for one or two risks, identifying likely reasons goals will NOT be achieved and what can be done to mitigate them.
- Each goal will be assigned one or two risk categories as the most significant from a list of 13 possible risk categories as established by USM



# Enterprise Risk Management

Dimensions of Risk will be assigned as values on a five-point scale for:

- Impact – What is the degree of damage inflicted on the organization by the adverse outcome?
- Likelihood – How likely is an adverse outcome likely to happen?
- Velocity – How quickly will the impact occur once the risk materializes?



# Annual Implementation Plan

- Required at the start of each fiscal year
  - Provide at least one operational activity to advance the goal during the year;
  - Review assigned risk and confirm
- Provides progress at designated times throughout the year (e.g., four times) – **Note: Progress is related to the overall status of the goal**
  - Status
  - Narrative response, when requested

# Strategic SMART Goal

## **Proposed Unit Goal (e.g., Provost Office- HS/HSL):**

- Create a knowledge culture supportive of social entrepreneurship and innovation by developing responsive and anticipative services and programming designed to support collaborative engagement and research activity among faculty and students. Measure of progress to include tracking: #programs created, #participants, # new collaborations, student satisfaction

## **Annual Implementation Plan (FY23)**

- Develop a Collection Advisory Task Force to get faculty input on library collection items to increase awareness of social innovation.
- Implement a social innovation suite of services offering consultations and instruction.



# Implementation and Reporting

## Periodic Campus Reporting:

- The Provost Office will provide updates (The UMB Dashboard) periodically
- Communicate successes and challenges to internal and external constituencies.



# Proposed Timeline and Deliverables





# UMB Strategic Plan Implementation Timeline

## **Through Mid-February 2022**

- Implementation system (SPIMS) development and testing
- Goal alignment and creation guidance sessions

## **Mid-February – March 31, 2022**

- Goal creation and approval in SPIMS by Schools and VP-led Units
- Technical review by IESPA staff and resolution of any issues
- Enterprise risk and mitigation guidance sessions (to be scheduled)
- Guidance issued for Annual Implementation Plan preparation and progress reporting



# UMB Strategic Plan Implementation Timeline

## **March – April 30, 2022**

- Assignment of enterprise risk and possible risk mitigation strategies to goals by Schools and VP-led Units
- Initial progress reporting for July 1, 2021 through April 30, 2022

## **July 2022**

- Annual Implementation Plan (AIP) for FY 2023 for each goal prepared and submitted by Schools and VP-led Units. The AIP is a narrative summary of activities planned for the upcoming year to advance Goal attainment. Not subject to approval by President or Provost.



# UMB Strategic Plan Implementation Timeline

## Quarterly

- Dashboard indication of Annual Implementation Plan progress

## August 2023

- Year End Progress Update:
  - Narrative discussion of actual Annual Implementation Plan activity for the previous year
  - Indication of Goal attainment completion percentage as of FY 2023 year end
  - Serves as the basis of the annual report prepared and provided to UMB campus and stakeholders



# Indications of Goal Attainment

- Not yet started (0%)
- Preliminarily Underway (1%-24%)
- Substantially Underway (25%-49%)
- Significant Progress (50%-74%)
- Nearing Completion (75%-99%)
- Completed/Milestone Achieved (100%)
- Cancelled (0%)
- Progress not reported



## For More Information

Office of Institutional Effectiveness, Strategic Planning, and  
Assessment

[www.umaryland.edu/iespa](http://www.umaryland.edu/iespa)

UMB 2022 – 2026 Strategic Plan

[www.umaryland.edu/about-umb/strategic-plan](http://www.umaryland.edu/about-umb/strategic-plan)