This strategic plan for the division of Administration and Finance at the University of Maryland, Baltimore, is the result of a collaborative planning process and incorporates the division’s most important priorities which are in support of the university’s strategic themes.
Executive Summary

A collaborative process spanning from November 2016 through June 2017 produced new mission and vision statements for the Division of Administration and Finance (A&F). In addition, guiding principles were developed. Guiding principles are philosophies to which A&F members will hold themselves and each other accountable daily. The division expects to make significant contributions in support of the University Strategic Plan 2017-2021 primarily in the areas of Themes 2 through 6. Goals and metrics are provided under each of these themes.

Administration and Finance Background

The Division of Administration and Finance is a core component of the operational backbone of the university. There are seven major units that make up A&F. Those units and their leadership include:

International Affiliate Support
Jennifer Flinn, Executive Director

Real Estate, Planning, and Space Management
Angela Fowler-Young, Assistant Vice President

Strategic Sourcing and Acquisition Services
Joe Evans, Assistant Vice President

Facilities and Operations
Terence Morse, Acting Associate Vice President

Budget and Finance
Scott Bitner, Associate Vice President
Sponsored Projects Accounting and Compliance
Lynn McGinley, Assistant Vice President

The division is led by Dawn Rhodes, Chief Business and Finance Officer and Vice President, who joined UMB in August 2016.

As of the beginning of FY 2017 the division had just over 500 full-time and part-time employees. The all funds divisional budget is approximately $60 million.

International Affiliate Support provides administrative support to in-country operations conducting research in various countries. A major responsibility of this unit, in addition to administrative support, is to conduct reviews to determine compliance with UMB, Maryland Global Initiatives Corporation, and federal and international policies and regulations.

Real Estate, Planning, and Space Management maintains the space inventory for 14,920 rooms on campus. This office spearheads the development of the Facilities Master Plan every five years. It is not uncommon for this unit to manage 15-20 real estate transactions at a time. Specific areas of responsibility encompass: capital budgeting including the UMB Capital Improvement Program, UMB System Funded Construction Program, capital facilities renewal and cash funded capital projects; space management and inventory; historic preservation; exterior signage; real estate services including...
development, acquisitions, dispositions and leases; and facilities master planning. The Assistant Vice President serves as the UMB Historic Preservation Liaison Officer.

**Strategic Sourcing and Acquisition Services** provides sourcing and procurement services for all purchases which are not procured via the corporate purchasing card for the University using best value practices while working collaboratively to meet the needs of the University’s students, faculty, and staff. In addition, the department is responsible for the mail services, fleet management, surplus property and the corporate purchasing card programs for the campus. Designated as the USM Construction Service Center for the Baltimore region, the department performs capital construction procurements for UMB, TU, CSU, UB and UMBC. Strategic Sourcing and Acquisition Services processed 5,636 purchase orders in FY 2016, issued 335 solicitations, which included Requests for Proposals, Requests for Qualifications, and Invitations for Bids, and negotiated numerous campus-wide contracts. They are responsible for pick-up and delivery to 175 campus mail locations daily and on average process 6,600 pieces of mail daily.

**Facilities and Operations** provides four primary support functions. Design and Construction provides facilities programming, design, and construction services to the UMS schools and administration, ranging from the smallest renovation job to the largest capital project. Operations, in conjunction with Maintenance and Housekeeping, operates the utility systems for the campus and maintains all the buildings and grounds. These duties include ensuring that electricity, heat and air conditioning are adequate for the customers’ requirements. The Department of Environmental Health and Safety implements programs to create a safe working environment, promote environmentally sound practices, foster regulatory compliance, and protect the institution’s reputation. Services include safety training, hazard identification and risk assessment, accident investigation, hazardous material management, fire protection and life safety code compliance, emergency response, and managing insurance policies and worker compensation claims. The Office of Parking and Transportation Services strives to provide students, faculty, staff, and visitors with the best possible parking and transportation experience. Facilities and Operations maintains and cleans over 3.6 million gross square feet (GSF). Each housekeeper, on average, cleans 22,371 GSF per day. In 2016, Parking & Transportation Services handled over 500 special event requests for our garages.

**Budget & Finance** processes 177,000 financial transactions a year, and provides staff development and oversight of the University’s $1.1 billion budget with the objective of aligning spending to strategic priorities. The Budget and Financial Analysis office supports the University by maintaining and providing operating budget information and financial analysis to the schools and administrative units. Financial Services provides university-wide services, guidance, and training in support of the following financial and accounting activities: Bursar (Student Accounting and Cashier), Disbursements (Accounts Payable, Travel and Working Fund), Financial Reporting, General Accounting (including Capital Inventory and Customer Billing), and Payroll. Financial Services has published over 30 financial policies that lead to strong internal controls and compliance with the University System of Maryland requirements. Financial Systems is responsible for eUMB Financials, which provides information and training on the accounting system utilized on campus. Management Advisory Services is responsible for providing oversight and training to University departments regarding internal, business, fiscal and operational accountability and compliance, and for coordinating and following up on all USM internal audits and the triennial audit conducted by the Office of Legislative Audits. Central Administration Support Services provides transaction level support of departmental needs for human resources, budget and financial reporting, departmental specific software and information technology, project accounting, and property insurance management.
Sponsored Projects Accounting and Compliance (SPAC) establishes over 2,000 project IDs annually to record University sponsored expenditures. SPAC bills and collects $375 million annually from over 800 different sponsors. Staff monitor the compliance of over 11,000 effort forms a year. The primary purpose of this unit is to serve as a resource to departmental administrators and researchers in all aspects of post-award financial administration.

Collaborative Strategic Planning Process

The planning process was a multi-phase approach. The first phase, which began in November 2016, included drafting new mission and vision statements and establishing guiding principles. Guiding principles are philosophies to which A&F members will hold themselves and each other accountable daily. They help set the expectations of A&F customers and partners. Twenty-three members of the A&F leadership team participated in the session, which was facilitated by Norma Hunter, a Human Resources Organizational Development Team member. Those present were the direct reports to the vice president and their next level of direct reporting. The result of the day’s activities produced a draft mission and vision statement with very preliminary thoughts on divisional guiding principles. Teams were assigned to further develop the draft mission and vision statements.

Another team was assigned to develop the preliminary thoughts into a draft set of guiding principles. Team members decided to use UMB’s core values as the basis for guiding principles with the addition of work/life balance and communication. However, the team members present chose to customize the definitions of the core values based on how they view their responsibilities within Administration and Finance.

On March 7, 2017, an A&F work group of 37 team members assembled for a half day. The configuration of the group was broadened to include those in the division with the title of assistant/associate director. The agenda for the day was to review the near final drafts of the mission and vision statements as well as the guiding principles, all of which were edited by the assigned teams.
and the vice president. Each assistant and associate vice president was tasked with sharing the near final drafts throughout their units for further input. All input was due to the vice president by April 21st. The final adopted Mission, Vision, and Guiding Principles follows.

**Mission Statement**
Serving the university community through professionalism, stewardship, and leadership one interaction at a time.

**Vision Statement**
A team of diverse and motivated professionals fostering partnerships, delivering outstanding service, and innovative business solutions one interaction at a time.

["One interaction at a time" was intentionally repeated in both the mission and vision statement to demonstrate the commitment to customer service and to being in the moment with the customer(s) with whom an A&F team member is interacting.]

**Guiding Principles** – These are the principles to which I commit to be held accountable in my role as an Administration and Finance (A&F) team member. I will hold my A&F colleagues to the same guiding principles.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Commitment</th>
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</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>I will take responsibility for my actions and their collective outcomes. I vow to be a good steward of university resources, and will hold myself to the highest ethical behavior.</td>
</tr>
<tr>
<td>Civility</td>
<td>I will be professional, courteous, and empathetic while recognizing and respecting the importance of honoring peoples’ diverse perspectives and opinions.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>I will create effective partnerships by always valuing others’ opinions and contributions. I will always be open to discussion and committed to encouraging effective teamwork.</td>
</tr>
<tr>
<td>Diversity</td>
<td>I will embrace opportunities to learn and grow through understanding the different perspectives our background and individuality bring to the university.</td>
</tr>
<tr>
<td>Excellence</td>
<td>I will contribute to the university’s constant pursuit of excellence by committing to the idea of continuous self-improvement and taking the initiative to deliver outstanding service that surpasses expectations. I will recognize my colleagues for their outstanding performance.</td>
</tr>
<tr>
<td>Knowledge</td>
<td>I will take full advantage of the training opportunities available and seek professional development as part of the ongoing efforts to grow my knowledge and realize my full potential.</td>
</tr>
<tr>
<td>Leadership</td>
<td>I will take ownership of providing vision and support to my team. I will create a motivating environment that encourages new ideas, embraces creative solutions, and accepts risk in the division’s pursuit to exceed customer service expectations.</td>
</tr>
</tbody>
</table>
Moving into the next phase of the process, the March 7th meeting was also used to conduct exercises to determine which of the university strategic outcomes and themes A&F could have the most impact. The exercises resulted in 15 specific outcomes and/or themes the A&F leadership team determined it could play an important role in fulfilling. See Appendix A. The meeting concluded with the identification of key stakeholders and customers of the division. The next step was to survey those stakeholders and customers to determine if there was alignment between where the A&F leadership believed it could contribute best and the expectations of the stakeholders and customers. Which strategic outcomes did those whom A&F serves and collaborates with believe A&F should focus on when developing its strategic plan?

The services of Gregory Spengler, Assistant Vice President for Institutional Research and Accountability, were secured to develop a survey to answer that question. The survey instrument used can be found in Appendix B. On April 7, 2017, a survey was sent to 675 A&F stakeholders and customers to gain insight into their expectations of Administration and Finance and specifically which strategic plan outcomes they believed were relevant to A&F. The survey ended close of business April 21st, at which time 266 completed responses were received demonstrating a response rate of 39.4%.
In April, the vice president and her direct reports narrowed down the list of previously identified 15 specific outcomes and/or themes to 10. The step was taken to create a more realistic framework on which to build the A&F strategic plan. On May 5, 2017, the survey outcomes and the 10 A&F identified areas of focus were compared during a third planning meeting with 38 attendees of the A&F leadership team. There was clear overlap between the two: Six of the eight areas identified by survey results agreed with six of the ten areas identified by A&F. See the results in Table 1.

Table 1. SR = Survey Ranking of 8 highest ranked strategic outcomes; SO = Strategic Outcome

<table>
<thead>
<tr>
<th>Theme</th>
<th>Theme #</th>
<th>Strategic Outcome</th>
<th>SO #</th>
<th>SR</th>
<th>A&amp;F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and Scholarship</td>
<td>2</td>
<td>An environment that attracts and retains the best [employees]…</td>
<td>2</td>
<td>1</td>
<td>Identified</td>
</tr>
<tr>
<td>Inclusive Excellence</td>
<td>4</td>
<td>Opportunities that enable [employees] to excel and advance…</td>
<td>1</td>
<td>2</td>
<td>Identified</td>
</tr>
<tr>
<td>Efficiency, Effectiveness, and Assessment</td>
<td>6</td>
<td>A University that … uses best business and operating practices… in the stewardship of its resources</td>
<td>2</td>
<td>3</td>
<td>Identified</td>
</tr>
<tr>
<td>Research and Scholarship</td>
<td>2</td>
<td>Strategic Investment that enhances the core research infrastructure…</td>
<td>1</td>
<td>4</td>
<td>Identified</td>
</tr>
<tr>
<td>Research and Scholarship</td>
<td>2</td>
<td>A robust and dedicated research agenda related to UMB’s community engagement activities</td>
<td>5</td>
<td>5</td>
<td>Not Identified</td>
</tr>
<tr>
<td>Inclusive Excellence</td>
<td>4</td>
<td>An inclusive environment that embraces, celebrates, and promotes UMB’s diversity</td>
<td>4</td>
<td>6</td>
<td>Identified</td>
</tr>
<tr>
<td>Inclusive Excellence</td>
<td>4</td>
<td>[Employees] who are culturally competent in their engagement…</td>
<td>2</td>
<td>7</td>
<td>Not Identified</td>
</tr>
<tr>
<td>Efficiency, Effectiveness, and Assessment</td>
<td>6</td>
<td>An institutional effectiveness program that routinely disseminates key organizational data to promote transparency and inform decision making</td>
<td>4</td>
<td>8</td>
<td>Identified</td>
</tr>
<tr>
<td>Student Success</td>
<td>3</td>
<td>Focus on the overarching theme</td>
<td>N/A</td>
<td>0</td>
<td>Identified</td>
</tr>
<tr>
<td>Inclusive Excellence</td>
<td>4</td>
<td>Focus on the overarching theme</td>
<td>N/A</td>
<td>0</td>
<td>Identified</td>
</tr>
<tr>
<td>Partnership and Collaboration</td>
<td>5</td>
<td>A strategic partnership with the university of Maryland, College Park…</td>
<td>2</td>
<td>0</td>
<td>Identified</td>
</tr>
<tr>
<td>Partnership and Collaboration</td>
<td>5</td>
<td>An effective partnership, as a Baltimore City anchor institution…</td>
<td>3</td>
<td>0</td>
<td>Identified</td>
</tr>
</tbody>
</table>

After examining the 2 strategic outcomes that were identified by the survey results, not by the A&F team members, it was concluded that the 10 areas identified by A&F would remain the focus.
The remainder of March 7th was spent developing draft STRAM goals; Specific, Trackable, Attainable, Relevant, and Motivating.

**Administration and Finance Goals**

**Theme 1: Health, Justice, and Social Impact**

**S2: A focused leveraging of institutional expertise and knowledge to tackle systemic problems impacting local and global communities.**

Goal 1: Support university enhancements to the educational, emergency response, and tracking components of the International Safety and Security Program. This program provides the critical infrastructure needed to support global engagement.

Metric: By August, 2018, participation of UMB faculty, staff and students registered with Travel Tracker is 90%, an educational program providing information regarding the risks of traveling abroad and available services is in place, and an international emergency response protocol is in use.

**Theme 2: Research & Scholarship**

**S1: Strategic Investment that enhances the core research infrastructure allowing UMB to achieve its research goals and compete more successfully for extramural funding:**

Goal 1: Identify a Clinical and Translational Science Award (CTSA) funding source of $2 million and to work collaboratively with university and John Hopkins partners to operationalize the CTSA partnership by June 2018.
Metric: Develop and implement a funds flow structure.

Metric: Create an operational framework for the CTSA partnership.

Goal 2: Provide opportunities for schools to strategically use school fund balances for competitive start-up packages when hiring faculty. A process should be finalized and communicated to the schools by January 2018.

Metric: 100% of the schools that need this flexibility are using fund balances for competitive start up packages.

Goal 3: Complete construction of HSF III in December 2017 within available financial resources.

Metric: Completion of punch list in December 2017.

Goal 4: Procure the necessary equipment to open HSF III by December 2017 and remainder of equipment as research areas are occupied.

Metric: Upon completion of a clearly defined scope for equipment, all HSF III procurements will be done within 60 calendar days (for non-Maryland consolidated capital bond loans) after receiving requisitions.

Goal 5: Hire the Executive Director of International Affiliate Support by August 2017 to support research activities primarily within the Maryland Global Initiatives Corporation (MGIC) and implement the new business model for the working relationship of this position and IHV/in-country sites by August 2018.

Metrics: Position hired by August 2017. Initial operational assessments of the field offices conducted by December 2018. Service satisfaction survey of the new business model conducted by June 2019 with positive results.

**S2 An environment that attracts and retains the best educators, scientist, scholars, clinicians, and entrepreneurs across all the disciplines**

Goal 1: Develop and begin implementation on a strategy for utilization of land bank buildings that supports the need to add vibrancy to the north end of campus, while optimizing opportunities for revenue generation and economic development. Implementation should begin by June 2020.


Goal 2: A&F team members participate on city wide committees focused on the revitalization of areas and neighborhoods surrounding the University. Participation will be evaluated as of June 30, 2019.

Metric: Hours dedicated to committee activities.

Goal 3: Develop an implementation strategy for executing the University of Maryland, Baltimore 2016 Facilities Master Plan by July 2018.
Metric: Develop a phased plan of priorities and funding sources.

Goal 4: Expand child care services available to UMB employees and nearby community members by July 2021.

Metric: Develop detailed plan (size, location, funding, program, etc.) for expanded or new child care center on or near the campus by December 2018.

Metric: Identify other child care services and options for UMB community (such as reduced rates at existing child care centers in region) and create an enduring administrative structure for maintaining and updating information by December 2018.

Metric: Select child care provider by July 2019.

Metric: Design and construct new and/or expanded child care center, including acquisition of site if necessary, by July 2021.

Theme 3 Student Success – Design contemporary teaching and learning environments that are accessible and affordable to prepare students to be exemplary professionals and leaders in society.

Goal 1: Provide leadership in the development of a building program and coordinate the ultimate design of an Inter-Professional Educational (IPE) facility by December 2018

Metrics: Form an IPE workgroup to define IPE on the UMB campus and the facilities needed. Complete a building program and initiate the process to hire the Architecture and Engineering team. Select site.

Goal 2: Provide leadership utilizing data and collaboration skills to encourage sharing of education facilities to curtail construction and maintenance costs that directly and indirectly affect student affordability July 2019.

Metrics: Complete a classroom utilization study for each school; develop a university standard for tracking classroom usage; develop accepted university utilization rates. Develop a proposed central classroom scheduling system.

Theme 4 Inclusive Excellence – Foster an environment that recognizes and values each member of the UMB community, enabling members to function at their highest potential to achieve their personal and professional goals.

Goal 1: Establish and implement a sustainable mechanism of providing a variety of professional and personal development opportunities to the members of the Administration and Finance division by August 2019.

Metric: At least three distinct programs will be in place by August 2019.
**S4 An inclusive environment that embraces, celebrates, and promotes UMB’s diversity**

Goal 1: Provide, or participate in an HR-sponsored, learning activities/curriculum designed to give A&F staff the tools, methods, and opportunities to learn about, embrace, and promote the cultural diversity of UMB. Once established the expectation would be at least 75% of the division’s team members complete the series. This should be accomplished by July 1, 2020.

Metrics: Achieve 75% participation, conduct program evaluations to assess if learning outcomes are achieved.

Goal 2: Create and implement a sustainable division-wide, as well as unit-specific, diversity event series celebrating the division’s diversity by June 2021.

Metrics: 2-4 events take place between July 1, 2020 and June 30, 2021. A&F attendance at the events is 80% of the possible population.

**Theme 5 Partnership and Collaboration**

**S2 A strategic partnership with the University of Maryland, College Park that can be viewed as a regional and national model of collaboration between distinct institutions with complementary missions.**

Goal 1: In conjunction with other members of the Strategic Partnership Act Working Group members of Administration and Finance will complete a strategic plan document, as directed by the MPower the State Steering Committee that moves the two sets of systems, policies, and practices to greater alignment, cooperation and collaboration by June 2017.

Metric: The strategic plan document will be completed by June 2017.

Goal 2: A&F membership on the Strategic Partnership Act Working Group will provide leadership, executive sponsorship and resources to execute the strategic plan developed by the same group and presented to the MPower the State Steering Committee. Complete execution of the plan is beyond 2021.

Metric: Major milestones will be tracked.

**S3 An effective partnership, as a Baltimore City anchor institution with surrounding communities resulting in meaningful and sustainable educational, employment, and economic development opportunities that serve as a catalyst for community empowerment.**

Goal 1: In collaboration with the appropriate internal and external partners, design, fund, and implement a reconstituted “live where you work” program by March 2018.

Metrics: Marketing of the program and educational activities for program are implemented by March 2018. At least 50 individuals/families secure homeownership and maintain it within the targeted community of West Baltimore; conversion of renters to homeowners; length of time participants stay in their homes; participation in financial homeownership program as measured June 2021.
Goal 2: Each AVP unit in A&F will identify one opportunity to develop a mentoring and/or apprenticeship program to serve the surrounding community. The program must be sustainable and ready for implementation by June 2020.

Metrics: The program will be ready for implementation when each unit has: 1) identified the target population in collaboration with the local community, 2) identified potential mentors & trainers, 3) worked with HR as appropriate, 4) collaborated to provide the curriculum to teach the life skills, educational proficiency, and employment readiness as appropriate, 5) developed an implementation schedule, and 6) developed incentives for participation.


Metric: Secure space to support the programming defined for the Community Engagement Center.

**Theme 6 Efficiency, Effectiveness, and Assessment**

**S2 A University that is perceived, internally and externally, as an institution that uses best business and operating practices to realize greater efficiency and effectiveness in the stewardship of its resources.**

Goal 1: In collaboration with CITS, lead the successful implementation of the Oracle SaaS financial information system which is designed with best business practices embedded and provides new functionality to the campus community. This project will be completed within the project budget of $14.5 million and by October 30, 2018.

Metrics: System implementation achieved on-time and on-budget. Effective change management measured by survey results.

Goal 2: By June 2018 develop and begin implementation of a coordinated and comprehensive A&F customer services program that improves the customer experience throughout the division. Each unit in A&F will work with stakeholders to identify and evaluate key business processes within the A&F division to identify areas of excellence and those that need to be improved. Implement process improvements for those processes found ineffective or inefficient. Showcase areas where the division is an industry leader. Project completion June 30, 2020.

Metrics: Customer Satisfaction levels. Work with stakeholders to define what excellent customer service looks like. Conduct an environmental scan. Prioritize unit training. Reduced wait times, increased production, faster cycle times

Goal 3: Lead the campus community in the identification of duplication across schools, and between schools and administration, and collaboratively explore possibilities for producing quality services with different delivery models that will mitigate duplication and provide savings to the schools. Project should be completed by March 2021.

Metrics: Develop a process to identify duplication and areas where meaningful sharing of services and resources will be beneficial. We will have improved efficiency, enhanced services and operations of a minimum of 2 areas by March 2021.
Goal 4 Further improve the deferred maintenance database, continue to communicate the information produced from it, and use it as a planning tool for deferred maintenance, facilities renewal, capital improvement and fund balance spending. A fully matured system should be in place by January 2019.

Metrics: We are utilizing the VFA database to identify a priority ranking of projects by December 2017. Cost information is being kept up to date with accurate estimates.

Goal 5 Improve emergency preparedness, management, and response by June 2020.

Metric: Create an office for Emergency Management that is fully provisioned to improve the emergency management preparation, through detailed planning, training, exercising, and collaboration with external agencies and partners by June 2020.

Metric: Hire an emergency management professional by June 2018. Train all key personnel. Implement relevant recommendations from the Armada Safety and Security Assessment.

Goal 6 Conduct a comprehensive and collaborative review and potential redesign of the calculations for the university assessment, DRIF distribution, assessment of the state appropriation, and IDC revenue distribution by November 2018 for implementation for FY 2020.

Metrics: Deans and administrative/finance deans participate in the development of any changes. There is consensus around the changes. Simplified calculations that are understood by most. Process completed to impact FY 2020.

S4 An institutional effectiveness program that routinely disseminates key organizational data to promote transparency and inform decision-making.

Goal 1 Foster a sense of community within A&F to improve effectiveness and transparency by providing multiple opportunities for division-wide communication and interaction. Additionally structure intentional educational opportunities for those within A&F to learn what the other units in A&F do and contribute to UMB. This project is a critical stepping stone to achieving other goals within the strategic plan so the opportunities should be defined and the first calendar established by April 2018.

Metrics: Establish cross divisional engagement activities. Number of educational opportunities provided. Number of participants.

Goal 2 In partnership with CITS as part of the financial system implementation develop and deliver reporting, dashboards and analytical information that surpasses what is currently generated by the RAVEN system. Fall 2018 go-live date.

Metrics: Number of attendees at reporting power user trainings/workshops; customer satisfaction

Goal 3 In partnership with CITS upon the completion of the financial system implementation continue to further develop reporting capabilities creating a structure that directs multiple source systems’ data into a single enterprise wide reporting vehicle. Major milestones should be completed by December 2021.

Metrics: Growth in the number of users of the system, reduction of shadow systems, collaborative development process.
Goal 4 Develop key data sets within A＆F non-financial units needed to promote transparency and informed decision making. Project should be completed by June 2018.

Metrics: Annual space report. To reach out to all the customers of the departments to identify key organizational data needed by the customer by June 2018. Develop draft reports by June 2019.

Goal 5 To improve the Parking and Transportation Services to support the current parking philosophy by 2021. See Appendix C for the parking philosophy.

Metrics: Finalize the parking philosophy by September 2017. Conduct a comprehensive operational assessment and identify changes to be implemented to support the current parking philosophy by December 2018. Implement recommendations by 2021.

Appreciation

The Administration and Finance team members would like to express our thanks to two individuals. Thank you Norma Hunter who facilitated the planning meetings so skillfully. Much appreciation goes to Greg Spengler who provided the data to help confirm that A＆F thinking was aligned to that of our campus stakeholders.
<table>
<thead>
<tr>
<th>THEME</th>
<th>S1</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
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<th>S6</th>
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<td>XXXXXX (14)</td>
<td>XXXXXX (15)</td>
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</tbody>
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Items receiving 5 or more votes will move on for further consideration:
Administration and Finance Strategic Planning Survey

Survey Introduction

Administration and Finance (A&F) wants to gain insight into your expectations of us. A&F is developing our divisional strategic plan which will align to the University Strategic Plan Outcomes and/or Themes. We are a division with varied units that covers a broad spectrum of responsibilities. Our organizational chart depicts the units that are part of the operational backbone of the University.

Administration and Finance Organization Chart

For more information on the responsibilities and productivity of Administration and Finance select “See More” and the Next Arrow, or skip this step to begin the survey.

☐ See More

Did you know?

- Budget and Finance processes 177,000 financial transactions a year. They develop and oversee the University's $1.1 billion budget with the objective of aligning spending to strategic priorities. This unit has published over 30 financial policies that lead to strong internal controls and compliance with the University System of Maryland requirements.
- Facilities and Operations maintains and cleans over 3.6 million gross square feet (GSF). Each housekeeper, on average, cleans 22,371 GSF per day. Compare that to the size of your home! In 2016, Parking and Transportation Services handled over 500 Special Event requests for our garages.
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- Strategic Sourcing and Acquisition Services processed 5,638 purchase orders in FY 2016. They also issued 335 solicitations, which included Requests for Proposals, Requests for Qualifications, and Invitations for Bid. They are responsible for pick up and delivery to 175 campus mail locations daily and on average process 6,600 pieces of mail daily.

Collectively we are asking you to participate in the following survey. We need your opinions about how we can support the UMB Strategic Outcomes and/or Themes. It is a fairly short survey and we
encourage you not to put off until tomorrow what you can do today!

Thank you for helping us determine how we best fit into the University Strategic Plan by gaining insight into your expectations.

Dawn M. Rhodes
Chief Business and Finance Officer and Vice President

Click the Next Arrow to begin survey

1. Health, Justice, and Social Impact

**Theme 1: Health, Justice, and Social Impact**

**Strategic Objective:** Deepen and expand local and global engagement by providing health, legal, and social work programs, and engaging in research to promote social justice and improve health.

Using the scale below, indicate your opinion of the relevance of each Strategic Outcome to the development of Administration and Finance strategic goals.

<table>
<thead>
<tr>
<th>Extremely Important</th>
<th>Very Important</th>
<th>Moderately Important</th>
<th>Slightly Important</th>
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A strong relationship with the Baltimore community in which UMB is viewed as a local resource and trusted partner by its residents and neighbors.

A focused leveraging of institutional expertise and knowledge to tackle systemic problems impacting local and global communities.

A demonstrated commitment by leadership at every level of the institution that positions UMB as an anchor institution at the forefront of finding solutions to local and global health disparities and social injustices.

A university environment that encourages the use of evidence to measure and document the impact of UMB's health, legal, social work programs.

A University culture that values and rewards its faculty, staff, and students for achievements in local and global community engagement.

Please provide additional thoughts relating to the **Health, Justice and Social Impact** theme that Administration and Finance should consider when formulating strategic goals.

2. Research and Scholarship

**Theme 2: Research and Scholarship**

**Strategic Objective:** Harness the power of research and scholarship to deepen understanding of systems, institutions, and basic and translational sciences in the search for solutions to complex problems impacting individuals, families and communities.

Using the scale below, indicate your opinion of the relevance of each Strategic Outcome to the development of Administration and Finance strategic goals.
Strategic investment that enhances the core research infrastructure allowing UMB to achieve its research goals and compete more successfully for extramural funding.

An environment that attracts and retains the best educators, scientists, scholars, clinicians, and entrepreneurs across all disciplines.

Additional interdisciplinary centers of excellence that fully leverage the expertise of the UMB faculty across schools and programs.

A productive discovery-to-delivery research model that serves as a catalyst for economic development.

An increase in sponsored research funding that bolsters UMB's standing as a first-class public research university.

A robust and dedicated research agenda related to UMB's community engagement activities.

Please provide additional thoughts relating to the Research and Scholarship theme that Administration and Finance should consider when formulating Strategic Goals.

---

3. Student Success

Theme 3: **Student Success**

**Strategic Objective:** Design contemporary teaching and learning environments that are accessible and affordable to prepare students to be exemplary professionals and leaders in society.

Using the scale below, indicate your opinion of the relevance of each Strategic Outcome to the development of Administration and Finance strategic goals.

---

Academic programs and offerings that are affordable and accessible to Maryland's residents of all races, ethnicities, and income levels.

Policies and practices that encourage and support innovation and experimentation with emerging approaches to teaching and learning.

A demonstrated commitment to interdisciplinary faculty development to spotlight, celebrate, and scale exemplary pedagogical approaches.

Experiential learning opportunities that allow a greater number of students to integrate their education with activities promoting leadership and advocacy skills.

Innovative curricular and co-curricular initiatives that multiply pathways to diverse careers and leadership opportunities inside and outside of academia.
Please provide additional thoughts relating to the **Student Success** theme that Administration and Finance should consider when formulating Strategic Goals.

4. Inclusive Excellence

**Theme 4: Inclusive Excellence**

**Strategic Objective:** Foster and environment that recognizes and values each member of the UMB community, enabling members to function at their highest potential to achieve their personal and professional goals.

Using the scale below, indicate your opinion of the relevance of each **Strategic Outcome** to the development of Administration and Finance strategic goals.

<table>
<thead>
<tr>
<th>Opportunities at UMB that enable faculty, staff, and trainees to excel and advance in their careers.</th>
<th>Extremely important</th>
<th>Very important</th>
<th>Moderately important</th>
<th>Slightly important</th>
<th>Not at all important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty, staff, trainees, and students who are culturally competent in their engagement with each other and those they serve and lead.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Access to a comprehensive support network at UMB that is responsive and nurturing in promoting work-life and academic-life balance for faculty, staff, trainees and students.</td>
<td>○</td>
<td>○</td>
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<tr>
<td>An inclusive environment that embraces, celebrates, and promotes UMB’s diversity.</td>
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</table>

Please provide additional thoughts relating to the **Inclusive Excellence** theme that Administration and Finance should consider when formulating Strategic Goals.

5. Partnership and Collaboration

**Theme 5: Partnership and Collaboration**

**Strategic Objective:** Collaborate internally and externally to provide impactful education, services, and expertise to benefit Maryland and society at-large.

Using the scale below, indicate your opinion of the relevance of each **Strategic Outcome** to the development of Administration and Finance strategic goals.

<table>
<thead>
<tr>
<th>Productive and mutually beneficial relationships with University System of Maryland institutions, business, government, K-12 education, arts, and others to advance Baltimore’s and Maryland’s economic goals.</th>
<th>Extremely important</th>
<th>Very important</th>
<th>Moderately important</th>
<th>Slightly important</th>
<th>Not at all important</th>
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</tbody>
</table>

20
A strategic partnership with the University of Maryland, College Park that can be viewed as a regional and national model of collaboration between distinct institutions with complementary missions.

An effective partnership, as a Baltimore City anchor institution, with surrounding communities resulting in meaningful and sustainable educational, employment, and economic opportunities that serve as a catalyst for community empowerment.

Wide recognition as a thought leader and statewide resource on policy and legislative initiatives aimed at improving the health, legal, and social well-being of Maryland’s residents.

Please provide additional thoughts relating to the **Partnership and Collaboration** theme that Administration and Finance should consider when formulating Strategic Goals.

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**6. Efficiency, Effectiveness, and Assessment**

**Theme 6: Efficiency, Effectiveness, and Assessment**

**Strategic Objective:** Incentivize efficiency, effectiveness, and evaluation to make more responsible and impactful use of UMB’s resources.

Using the scale below, indicate your opinion of the relevance of each **Strategic Outcome** to the development of Administration and Finance strategic goals.

<table>
<thead>
<tr>
<th>Extremely important</th>
<th>Very important</th>
<th>Moderately important</th>
<th>Slightly important</th>
<th>Not at all important</th>
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</thead>
</table>

Schools and administrative units with enhanced measures to evaluate the effectiveness of their programs and that use data to inform improvements.

A University that is perceived, internally and externally, as an institution that uses best business and operating practices to realize greater efficiency and effectiveness in the stewardship of its resources.

A philanthropic identity that includes and culture of giving that augments and complements UMB’s other resources and supports the strategic needs of the University and its schools.

An institutional effectiveness program that routinely disseminates key organizational data to promote transparency and inform decision-making.

Please provide additional thoughts relating to the **Efficiency, Effectiveness, and Assessment** theme that Administration and Finance should consider when formulating Strategic Goals.

---
Please share any overall thoughts Administration and Finance should consider when developing their strategic plan

May Administration and Finance contact you to further discuss your opinions regarding their strategic planning process?

- No
- Yes (Please provide Name and Email Address below)

Name (First and Last)


Email Address


### Administration and Finance Strategic Planning Survey

#### Eight Highest Ranked Strategic Outcomes

<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Outcome</th>
<th>Average Score</th>
<th>Percent of Survey Responses</th>
<th>Unanimity Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Research and Scholarship</td>
<td>An environment that attracts and retains the best [employees]...</td>
<td>4.590</td>
<td>Extremely Important Rank</td>
<td>1st</td>
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<td>Very or Extremely Important Rank</td>
<td>1st</td>
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<td></td>
<td></td>
<td>Unanimity Rank</td>
<td>2nd</td>
</tr>
<tr>
<td>4 Inclusive Excellence</td>
<td>Opportunities that enable [employees] to excel and advance...</td>
<td>4.576</td>
<td>Extremely Important Rank</td>
<td>2nd</td>
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<td></td>
<td>Very or Extremely Important Rank</td>
<td>2nd</td>
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<tr>
<td>6 Efficiency, Effectiveness,</td>
<td>A University that...uses best business and operating practices...in the stewardship of its resources</td>
<td>4.424</td>
<td>Extremely Important Rank</td>
<td>3rd</td>
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<tr>
<td>and Assessment</td>
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<td></td>
<td>Very or Extremely Important Rank</td>
<td>4th</td>
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<tr>
<td>2 Research and Scholarship</td>
<td>Strategic investment the enhances the core research infrastructure...</td>
<td>4.402</td>
<td>Extremely Important Rank</td>
<td>4th</td>
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<td>Very or Extremely Important Rank</td>
<td>7th</td>
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<td>Unanimity Rank</td>
<td>3rd</td>
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<tr>
<td>2 Research and Scholarship</td>
<td>A robust and dedicated research agenda related to UMB's community engagement activities</td>
<td>4.398</td>
<td>Extremely Important Rank</td>
<td>5th</td>
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<td>Very or Extremely Important Rank</td>
<td>3rd</td>
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<td>Unanimity Rank</td>
<td>9th</td>
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<tr>
<td>4 Inclusive Excellence</td>
<td>An inclusive environment that embraces, celebrates, and promotes UMB's diversity</td>
<td>4.378</td>
<td>Extremely Important Rank</td>
<td>6th</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Very or Extremely Important Rank</td>
<td>5th</td>
</tr>
<tr>
<td>4 Inclusive Excellence</td>
<td>[Employees] who are culturally competent in their engagement...</td>
<td>4.375</td>
<td>Extremely Important Rank</td>
<td>7th</td>
</tr>
<tr>
<td>6 Efficiency, Effectiveness,</td>
<td>An institutional effectiveness program that routinely disseminates key organizational data...</td>
<td>4.365</td>
<td>Extremely Important Rank</td>
<td>8th</td>
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<td>and Assessment</td>
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<td>Very or Extremely Important Rank</td>
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<td>Unanimity Rank</td>
<td>3rd</td>
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Appendix C

UMB Parking Philosophy
Revised & Adopted 5/25/2017

1. Parking often provides the first and last impression to those who work and/or visit our campus. As such, parking operations will strive to make the parking experience a positive one.

2. Parking should be considered an important component to attracting and recruiting students, faculty and staff to the university.

3. Parking must be safe and secure and perceived as such.

4. Parking must be a financially sound and competitive operation, able to support investments in parking operations and secondarily investments in the larger University mission.

5. Parking decisions must be based on accurate data vs anecdotal information. Plans will not be based on exceptions.

6. Parking assets/facilities must be maintained in acceptable condition.

7. Parking may pursue acceptable alternative revenue streams to support parking operations.

8. The Parking family includes UMMC & FPI

9. Parking will be guaranteed for all faculty, staff, and students. However, a specific location for parking will not be guaranteed.

10. Parking rate setting will factor in local competition and benchmark data from peers in urban settings. However, rates for students and lower paid UMB employees will be kept artificially lower.

11. Parking will strive to reflect environmentally sustainable principles in parking operations.

Parking Philosophy Working Group:

Bill Cooper, Chair of the Parking Committee; Robert Milner Director of PTS; Terry Morse, Acting Associate Vice President, Operations and Facilities; Dawn Rhodes, Chief Business and Finance Officer and VP; Angela Hall, Assistant Director, PTS; Jessica Bird, Senior Director of Human Resources, SOM