



UMB STRATEGIC PLAN

2022-2026

3-Year Progress Report



UNIVERSITY
of MARYLAND
BALTIMORE

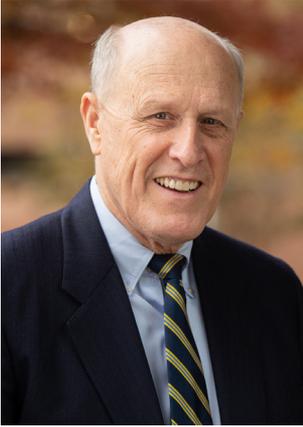


THE UNIVERSITY OF THE SOUTH
ALABAMA COLLEGE OF THEODORE
THE UNIVERSITY OF THE SOUTH
ALABAMA COLLEGE OF THEODORE

UMB STRATEGIC PLAN

2022-2026

3-Year Progress Report



Dear Colleagues:

On behalf of the University of Maryland, Baltimore (UMB), I am glad to provide an update on our progress toward the priorities outlined in the 2022-2026 Strategic Plan. As we embark on the fourth year of this plan, I am proud of our collective achievements.

Within this update, you will see the significant strides we've made together.

I hope you consider how you can further contribute to our ongoing endeavors. Your engagement is vital to sustaining the momentum we've created.

Thank you for your dedication to UMB's mission: to improve the human condition and serve the public good.

Sincerely,

Bruce E. Jarrell, MD, FACS
President

UMB STRATEGIC PLAN

2022-2026

3-Year Progress Report



Dear Colleagues:

I am pleased to share the progress of the University of Maryland, Baltimore's (UMB) Strategic Plan as we conclude the third year of our five-year initiative, spanning from July 1, 2023, through June 30, 2024. Reflecting on this milestone, I am excited to highlight six goals and their progress, each representing one of our six strategic plan themes. These summaries showcase the positive changes resulting from our collective efforts.

This report highlights measurable outcomes and, in some cases, addresses the next steps to ensure that these achievements continue to drive meaningful and lasting impact. Your contributions have been instrumental in our successes, and I appreciate the efforts from all stakeholders in moving these priorities forward.

Together, we can enhance UMB's academic, research, clinical, and service-driven outcomes. Let's continue to work closely to realize the ambitious vision set forth in our Strategic Plan for a brighter future. Thank you for your ongoing support and partnership.

Sincerely,

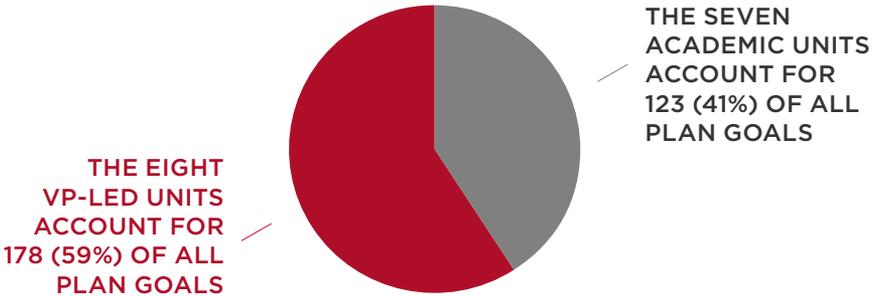
Roger J. Ward, EdD, JD, MSL, MPA
Provost and Executive Vice President

3-Year Progress Report

Overarching Strategic Plan Information

6 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



301
GOALS
DISTRIBUTED

25
STRATEGIC
OBJECTIVES

UMB STRATEGIC PLAN

2022-2026

3-Year Progress Report

THEME 1: ACCOUNTABILITY AND INTEGRATION OF CORE VALUES



The University of Maryland, Baltimore (UMB) has made significant progress in enhancing its international travel safety framework following the implementation of the Modified International Travel Policy and Procedures, through a collaboration among International Operations, the Center for Global Engagement, the Office of the Controller, and others on the Travel Advisory Council.

A key advancement is the integration of a Power BI dashboard, which synthesizes multiple travel data sources to monitor the safety of UMB's faculty, staff, and students abroad. This innovation provides critical insights to travel patterns and potential risks, allowing UMB's experts to monitor its global footprint and quickly determine the potential impact of global security incidents.

In addition to the travel procedure enhancements, an International Incident Response Plan was developed, which is complementary to UMB's existing emergency response framework, in collaboration with the Office of Emergency Management and stakeholders from UMB's seven schools.

As part of its ongoing work, during the 2023-2024 academic year, International Operations supported and monitored 796 international trips and provided 63 pre-departure briefings. The refining of day-to-day work continues as UMB experts use data-driven insights and collaborate with peers.

Moreover, UMB has expanded its international expertise through strategic recruitment and enhancing operational functions related to travel safety and security in areas such as international procurement and international finance. This specialized knowledge aids in navigating the complex regulatory landscape of international operations, effectively supporting UMB's globally engaged community.

These advancements demonstrate UMB's commitment to creating a safe and compliant international travel environment. The successful implementation of the Modified International Travel Policy reflects UMB's dedication to global engagement and operational excellence, positioning the University to thrive in its international initiatives while maintaining high safety and compliance standards.



Dan Fabbro, MA, *International Travel Specialist*
Ken Nisbet, MA, *International Safety and Security Manager*
International Operations
UMB Administration and Finance

UMB STRATEGIC PLAN

2022-2026

3-Year Progress Report

THEME 2: STUDENT GROWTH AND SUCCESS



At the University of Maryland School of Graduate Studies (UMSGS), we are committed to fostering an inclusive and supportive academic environment. Our strategic initiative to “optimize academic advising for graduate students” reflects this dedication, significantly enhancing our advising framework and benefiting the entire University of Maryland, Baltimore (UMB) community.

To identify and address current advising needs, we conducted a comprehensive needs assessment, collecting data from over 60 percent of our graduate programs. Within the first year, we were able to identify and report an effective advising model to the dean of UMSGS that we have begun to implement alongside relevant processes and technologies. We actively sought feedback from doctoral, master’s, and physician assistant students through surveys, with findings made publicly accessible on the UMSGS website to ensure ongoing improvements.

Faculty involvement has been integral to the success of this initiative. They engaged in the needs assessment, contributed to the development of the advising models, are supporting implementation, and assisted in gathering feedback through annual surveys. This collaborative effort underscores our commitment to valuing faculty engagement.

Our optimized advising framework not only promotes a supportive learning environment that aligns with UMB’s core values but also enhances UMB’s reputation as a leading institution focused on student success. The systematic collection and analysis of advising data empower informed decision-making and resource allocation, benefiting our entire University community.

Looking ahead, we plan to implement training programs for faculty to enhance their advising skills further and establish a continuous feedback loop for regular refinement of the advising framework. Additionally, we aim to broaden the scope of our annual surveys to gather more detailed insights. This initiative signifies a significant advancement in our commitment to supporting student development and success at UMB.



Niya Werts, PhD, MIS, MS, EHS, LMT, *Interim Associate Dean and Graduate Program Director, MS in Health Science*
Karen L. Gordes, PhD, PT, DScPT, *Program Director, MS and Teaching Graduate Certificate in Health Professions Education, and Professor*
Larisa Odessky, PharmD, *Assistant Professor, Physician Assistant Program*
University of Maryland School of Graduate Studies

3-Year Progress Report

THEME 3: UNIVERSITY CULTURE, ENGAGEMENT, AND BELONGING



The University of Maryland School of Dentistry (UMSOD) has made great strides in fostering an inclusive culture by supporting dental providers in delivering patient-centered care. In 2023, a continuing education course on implicit bias for Maryland dental providers was launched and has been completed by 277 dental professionals to date.

What's Working and What Could Be Better

- **Expanded Promotion:** The course effectively reached dental providers, primarily through the school's website (54.4 percent) and via email (21.6 percent). To further boost participation, exploring additional outreach methods will be beneficial.
- **Convenience and Quality:** A substantial majority of participants (75.7 percent) found the meeting platform convenient, and 67.6 percent rated the course material highly. Additionally, instructors were praised for their knowledge (78.4 percent). However, addressing feedback from those who were unsure or had concerns can enhance future iterations.
- **Learning Impact:** The course significantly improved participants' knowledge of the topic, with 56.8 percent learning something new and important. Nearly half (48.7 percent) plan to discuss the information with colleagues and seek further information, indicating strong engagement. Encouraging ongoing discussion and providing additional resources can sustain and deepen the course's positive impact.

Overall, the completion of this strategic goal marks a significant step in promoting inclusivity and equity within the dental profession. By addressing implicit bias, the initiative has enhanced patient-centered care and fostered a more inclusive environment. Moving forward, UMSOD remains committed to continuous improvement and expanding its efforts to support a diverse dental community.



Eleanor Fleming, DDS, PhD, MPH,
Director, Health Equity Research and Innovation
University of Maryland School of Dentistry

3-Year Progress Report

THEME 4: INNOVATION AND REIMAGINATION



The University of Maryland School of Pharmacy (UMSOP) is proud to announce the successful implementation of an innovative collaborative business model aimed at enhancing pharmacy services in Maryland. As of December 2023, this initiative has reached full completion, underscoring our commitment to strategic advancement in health care delivery.

A pivotal element of this initiative is UMSOP's partnership with Maryland Primary Care Physicians (MPCP), which allows for the integration of pharmacists into primary care practice. This collaborative approach is designed to improve health care delivery and redefine the role of pharmacists as essential members of the health care team. We utilize technology to virtually embed pharmacists in nine MPCP practice sites throughout Maryland.

Initial feedback from MPCP and patients has been encouraging, with reports of enhanced patient care and medication management since pharmacists have joined their practices. Although we are in the beginning phases of evaluating the broader impact, there are early indicators of improvements in patient care coordination, cost-saving initiatives, and health outcomes.

Looking forward, UMSOP is committed to exploring ways to scale this model, considering how it can be effectively adapted in other primary care practices across Maryland. Our ongoing engagement with community stakeholders will ensure that we align our efforts with local health needs and challenges.

This initiative reflects UMSOP's dedication to fostering collaboration and innovation in pharmacy practice. As we continue to partner with health care providers, payers, and health care systems, we aim to enhance the integration of pharmacy services within the broader health care landscape. We invite all stakeholders — patients, practitioners, payers, and community members — to connect with us as we strive for meaningful enhancements in pharmacy services and aim for improved health care delivery and health outcomes across our communities. Together, we can work toward achieving a more integrated and effective approach to patient care in Maryland.



Magaly Rodriguez de Bittner, PharmD, MS, FAPhA, FNAP,
*Felix Gyi Endowed Professor in Pharmapreneurship;
Executive Director, Center for Innovative Pharmacy Solutions;
Associate Dean, Clinical Services and Practice Transformation
University of Maryland School of Pharmacy*

3-Year Progress Report

THEME 5: COMMUNITY PARTNERSHIP AND COLLABORATION



The University of Maryland, Baltimore (UMB) Health Sciences and Human Services Library (HSHSL) has successfully achieved its strategic goal of developing outreach strategies to promote well-being and the sharing of health information through community engagement.

This goal encouraged the conception of the Community Engagement Resource Guide, a tool created to aid health information professionals, health providers, researchers, and community members in conducting successful health information outreach through strategic community engagement. Using an adapted version of Healthy People 2020's MAP-IT (Mobilize, Assess, Plan, Implement, and Track) Framework, the Community Engagement Resource Guide provides an array of strategically organized resources that helps users address unique community needs and plan innovative outreach strategies.

This guide was developed as a project supported through UMB's five-year cooperative agreement with the National Library of Medicine (NLM) to serve as the home of the Network of the National Library of Medicine (NNLM), Region 1. In collaboration with the larger NNLM community, faculty librarians from Region 1 investigated, planned, and compiled a comprehensive community engagement guide that has been shared across the seven NNLM regions and with the UMB community. It is also publicly accessible to use as a tool for the successful planning, implementation, and evaluation of health information shared through community engagement efforts. Since being published in April 2023, the Community Engagement Resource Guide has been viewed by nearly 6,500 users across the country.

The reach of this project has strengthened UMB's capacity to foster inclusive and equitable partnerships with the community by making health information and community engagement resources accessible to all. The collaborative efforts of the HSHSL and NNLM represent the commitment of UMB to enhancing access to health information, promoting a culture of inclusivity and equity, and advancing community well-being through innovative and inclusive outreach strategies.

The strategic partnerships and resources developed through this initiative set a standard of community engagement and scholarship for other institutions to follow. By facilitating strategic collaborations among UMB's seven schools, other University System of Maryland institutions, and the University of Maryland Medical System, the HSHSL and NNLM, Region 1 have supported community initiatives that serve as exemplary models at local, regional, and national levels.

Community Engagement Resource Guide: nnlm.gov/guides/community-engagement-resource-guide



Tiffany N. Chavis, MSW, MLIS, Outreach and Education Librarian
Nancy Patterson, MLS, Program Specialist
*Network of the National Library of Medicine, Region 1
Health Sciences and Human Services Library*

UMB STRATEGIC PLAN

2022-2026

3-Year Progress Report

THEME 6: GLOBAL ENGAGEMENT AND EDUCATION



The Faculty Center for Teaching and Learning (FCTL) held its third University of Maryland, Baltimore (UMB) Costa Rica Faculty Development Institute with 13 faculty and staff members participating from six UMB schools and the University of Maryland, College Park (UMCP). The 2024 institute marked the inclusion of UMCP faculty, enriching the program with new perspectives. Participants proposed projects to develop or revise courses, modules, tracks, clinical electives, or co-curricular programs with a focus on global issues.

Achieving this strategic plan goal has significantly enhanced UMB's global education and engagement theme. Faculty across all seven UMB schools are now better equipped to integrate global issues into their courses, providing students with a broader perspective and understanding of cultural differences and professional practices. This development ensures that students are better prepared to navigate diverse environments and advocate for alternative approaches to health and social service delivery within U.S. contexts.

To date, 33 faculty members from UMB and two from UMCP have participated in this program. Twenty courses and co-curricular programs have been developed or revised, reaching 300 UMB students as of spring 2024.

This program has fostered new collaborations among faculty. For instance, a participant from the School of Nursing developed a co-curricular program with colleagues from the School of Medicine and School of Graduate Studies, engaging 20 UMB students in a three-day retreat on Decolonizing Global Health. The inclusion of UMCP faculty has sparked promising collaborations between the universities.

A University System of Maryland Elkins Scholarship of Teaching and Learning grant has been received to study the program's impact on participating faculty. Plans are in place to continue engaging UMCP, leveraging its complementary expertise to further develop these collaborations.



Amy Ramirez, MA, Executive Director, Global Learning and International Services,
UMB Center for Global Engagement

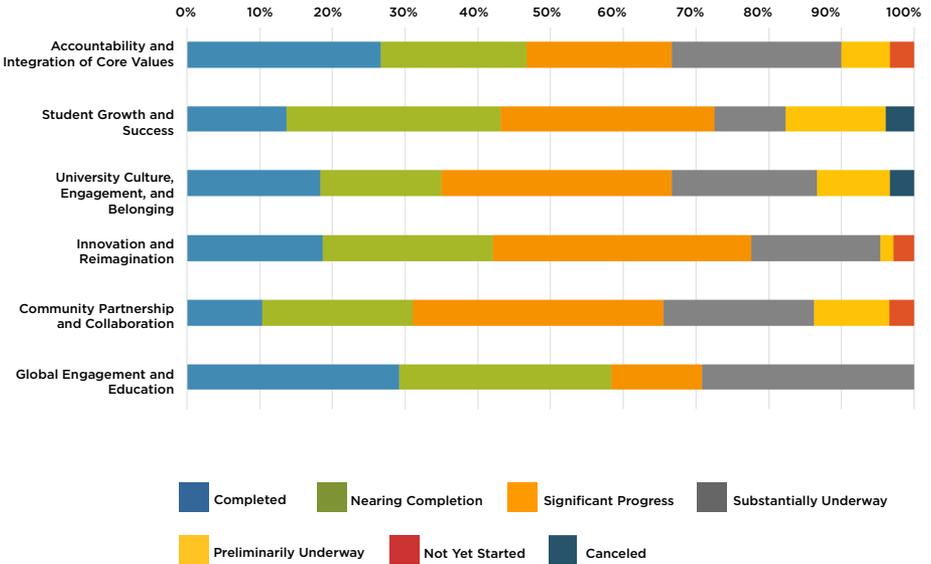
Carlos A. Faerron Guzmán, MD, MSc, Associate Professor, Global Health,
University of Maryland School of Graduate Studies
UMB Faculty Center for Teaching and Learning

UMB STRATEGIC PLAN 2022-2026

3-Year Progress Report

PROGRESS IS BEING MADE ACROSS ALL SIX THEMES

More than 70 percent of goals are completed, nearing completion, or showing significant progress.

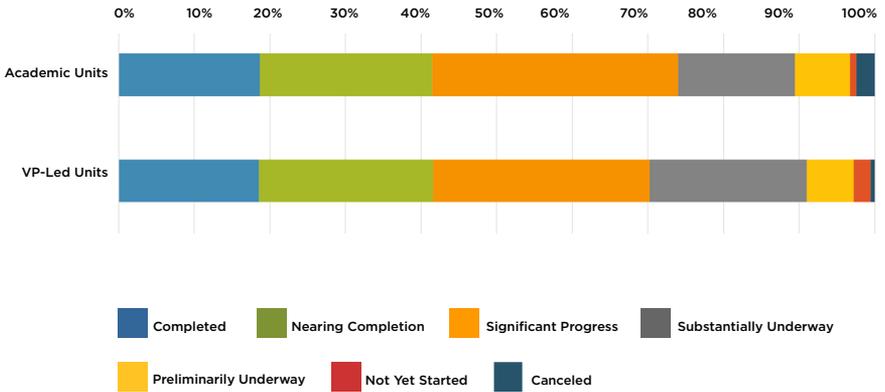


UMB STRATEGIC PLAN 2022-2026

3-Year Progress Report

THREE YEARS INTO THE PLAN

More than 70 percent of goals in the seven academic units and eight VP-led units are completed, nearing completion, or showing significant progress.



3-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 preeminent 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

RESPECT *and* INTEGRITY

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

WELL-BEING *and* SUSTAINABILITY

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

EQUITY *and* JUSTICE

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

INNOVATION *and* DISCOVERY

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



For more information, visit the Strategic Plan website at
umaryland.edu/about-umb/strategic-plan

