**School and Unit Goal Alignment with the 2022 - 2026 UMB Strategic Plan January 21, 2022 Guidance**

**Overview**

The purpose of this document is to guide schools and VP-led units in conducting strategic planning that aligns with and supports achieving the UMB Strategic Plan (“UMB Plan”). See Appendix A for the essential elements of the UMB 2022 - 2026 Strategic Plan. Following this guidance, schools and VP-led units will develop strategic SMART goals and perform data entry into the Institutional Effectiveness, Strategic Planning, and Assessment (IESPA) Strategic Plan Implementation Management System (SPIMS), the University’s application for managing the implementation process.

The SPIMS is undergoing a transition to a new and improved platform created and maintained by the Center for Information Technology Services (CITS). IESPA will provide access information and specific instructions to the Plan Liaisons in the coming weeks for entering strategic goals into SPIMS. In the meantime, these guidelines provide basic instructions for preparing school and VP-led unit goals along with an initial implementation schedule.

**What is a Strategic Goal?**

For UMB goal development and alignment, a strategic goal is a *“measurable action or approach undertaken by a school or unit to attain progress toward achieving a specific UMB Strategic Plan outcome”.* The UMB Strategic Plan covers the period July 1, 2021, through June 30, 2026. Therefore, strategic goals should be achievable within that time frame.

In a change from the previous strategic plan cycle, strategic goals do not have defined start and end dates and are all considered to be five years in duration, even if they can be accomplished in less time or are not started immediately. All goals should be strategic regardless of their planned duration.

**School and Unit Goal Alignment Steps and Components**

* Review the school or VP-led unit mission, and update if needed, to achieve alignment with the UMB mission statement. Guided by this mission statement, review the UMB Strategic Plan (see Appendix A) and reflect on the themes and outcomes most closely related to the school or VP-led unit mission.
* Each strategic goal will align to only one theme and one associated outcome but there is no limit on the number of strategic goals a school or VP-led unit can create and plan to achieve. Multiple strategic goals can also be created for a single theme and outcome, if appropriate.
* Strategic goals must be **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**ime-bound (aka **SMART)**. Note that all strategic goals are five years duration and have an end date of June 30, 2026.
* Enter strategic goals into the IESPA SPIMS (further instructions to come):
  + IESPA will review strategic goals for conformity with SMART goal requirements on behalf of the Office of the Provost;
  + Goals not conforming to the SMART goal requirements will be returned for modifications.

**Additional Strategic Plan Implementation Requirements at School / Unit Level (Post-Goal Creation)**

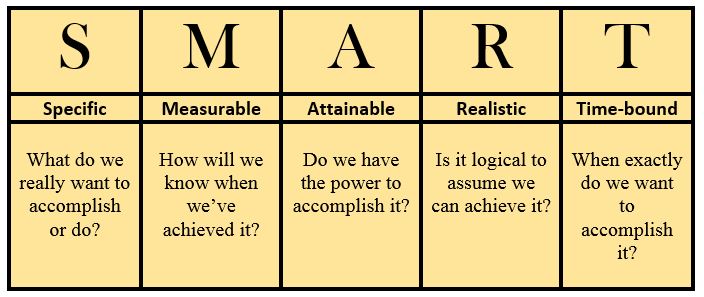
* Assign goal attainment risk descriptors (further instructions to come). After goals are created and reviewed for consistency, schools and units will self-assign dimensions of enterprise risk, using quantitative and qualitative designations, which will identify likely reasons goals will NOT be achieved 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
  + Risk categories selected will be assigned values for Impact, Likelihood, and Velocity on a five-point scale
  + Potential risk reduction actions can be identified
* Submit an annual implementation plan starting in FY 2023 for approved goals (further instructions to come). The annual implementation plan is a brief description of at least one task or activity proposed to advance attainment of the strategic goal over the next fiscal year.
* Submit progress reports (further instructions to come). Periodic progress reporting through the implementation system will consist of basic completion status indicators (i.e., dashboards) or narrative updates depending on the reporting period.

**Proposed Implementation Timeline**

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| **Implementation Task** | **Due Date** |
| **Fiscal Year 2022 (through June 30, 2022)** | |
| Schools and VP-led units draft and submit aligned strategic SMART goals through the SPIMS for review and comment by IESPA | March 31, 2022 |
| Schools and VP-led units assign enterprise risk type and level and possible risk mitigation strategies for each goal | April 30, 2022 |
| **Fiscal Year 2023 (July 1, 2022 – June 30, 2023)** | |
| Schools and VP-led units prepare and submit annual implementation plan for FY 2023 (July 1, 2022 – June 30, 2023) for each strategic goal | July 1, 2022 |
| Year-End Progress Update (FY 2022)  Dashboard indication of strategic goal status, such as: Completed, Near Completion, Significant Progress, Substantially Underway, Progress Started, Not Yet Started | August 1, 2022 |
| Quarterly Status Update  (7/1/2022 - 9/30/2022)  Dashboard indication of goal annual implementation plan status, such as: On Schedule, Behind Schedule, or Cancelled (internal UMB use only) | October 15, 2022 |
| Quarterly Status Update  (10/1/2022 – 12/31/2022)  Dashboard indication of goal annual implementation plan status, such as: On Schedule, Behind Schedule, or Cancelled (internal UMB use only) | January 15, 2023 |
| Quarterly Status Update  (1/1/2023 – 3/31/2023)  Dashboard indication of goal annual implementation plan status, such as: On Schedule, Behind Schedule, or Cancelled (internal UMB use only) | April 15, 2023 |
| Year-End Progress Update (FY 2023)  Narrative discussion of annual implementation plan attainment. Dashboard indication of strategic goal status, such as: Completed, Near Completion, Significant Progress, Substantially Underway, Progress Started, Not Yet Started. (Summary report prepared and provided to UMB campus and stakeholders) | August 1, 2023 |

**Additional Guidance on Creating Strategic SMART Goals**

Each school and VP-led unit are to write goals that conform to the SMART acronym below. A goal should be written in SMART format for entry into SPIMS. Note that for the purposes of developing Unit goals, goals should be designed in mind to be completed by Plan end. See Figure 1 for guidance on developing well-stated SMART goals.

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*Figure 1:* How to create a SMART goal?

If additional support is needed to facilitate your unit’s Strategic Plan development, please contact Karen Matthews at [Karen.matthews@umaryland.edu](mailto:Karen.matthews@umaryland.edu) or x62422. Throughout the implementation phase of the Plan, one can find additional guidance and resources on the UMB strategic planning website at: <http://www.umaryland.edu/about-umb/strategic-plan/>,

Version 3

January 21, 2022

**Appendix A**

**UMB FY 2022-2026 Strategic Plan**

**Themes and Strategic Outcomes**

**Theme 1. Accountability and Integration of Core Values**

**Objective**: *UMB will systematically integrate the core values into the organizational culture through education and demonstrated behaviors so that internal and external stakeholders clearly understand who we are as an organization and what we stand for.*

**Outcomes:**

1. UMB leadership demonstrate their commitment to the core values and expect fellow leadership, faculty, staff, and students to hold the University’s senior leaders accountable to those core values.
2. UMB has a clearly articulated group of behavioral expectations related to each core value set to which faculty, staff, students, and University leaders are held accountable.
3. UMB operationalizes the core values in each school and administrative unit through activities including talent management, employee development and empowerment, and enhancements to student learning and experiences.
4. UMB uses reliable quantitative and qualitative data to provide transparent metrics to demonstrate and document the University community’s ongoing efforts at aligning behavior with the expectations inherent in our core values.

**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.*

**Outcomes**:

1. UMB provides academic programs, offerings, and services that are accessible to students of all racial and ethnic backgrounds, income levels, and social identities.
2. UMB develops and implements anti-racist and anti-oppressive policies, practices, and programming that promote student well-being, belonging, and success.
3. UMB enhances student learning and innovation through creative and effective teaching methods developed through collaborative and agile faculty development initiatives.
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.
5. UMB engages a diverse alumni community that supports and creates sustainable connections for student mentoring, networking, and scholarships.

**Theme 3. University Culture, Engagement, and Belonging**

**Objective**: *UMB will create a sustainable, equitable, and inclusive culture of care that collaboratively engages and embraces all members of the University community, and the broader community, with respect and in a manner that fosters belonging, understanding, trust, and equity.*

**Outcomes:**

1. UMB is inclusive and actively seeks input from stakeholders at all levels and of all backgrounds when identifying opportunities, planning and setting goals, and making decisions.
2. UMB actively recruits, retains, supports, and advances diverse students, faculty, and staff, demonstrating a commitment to our core value set of Equity and Justice.
3. UMB provides professional and educational programs and initiatives that build capacity, equity, and respect, and support the well-being, sense of belonging, and success of all members of the University community.
4. UMB communicates in a manner that is empowering, inclusive, and demonstrates cultural humility.

**Theme 4. Innovation and Reimagination**

**Objective**: *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.*

**Outcomes:**

1. UMB nurtures an environment of research and discovery that probes and answers challenging questions, openly shares knowledge, and improves the human condition.
2. UMB promotes the use of applicable new technologies and data-driven analytics, promoting student success, groundbreaking discoveries, employee productivity, and administrative effectiveness.
3. UMB embraces a broad and collaborative culture encouraging the free exchange of ideas, acknowledging the importance of risk-taking for bold gains and learning from failures and successes.
4. UMB fosters excellence in teaching and learning by adopting best-in-class design and pedagogical practices to prepare students for promising, rewarding, and impactful careers.

**Theme 5. Community Partnership and Collaboration**

**Objective**: *UMB will formalize and embrace a Universitywide approach to community engagement and scholarship that fosters inclusive and equitable partnerships with our neighbors.*

**Outcomes:**

1. UMB becomes a trusted partner and resource as we learn from the history of our own institution and further build relationships with our neighbors in West Baltimore and across Maryland.
2. UMB honors, acknowledges, and values community sovereignty and the wisdom of our neighbors and actively integrates the knowledge, experience, and expertise of community members to measure and document the impact of UMB’s health, legal, social, and economic development programs.
3. UMB values and rewards teaching, research, and service that is grounded in community engagement as well as holds faculty, staff, and University leaders accountable for ethical and mutually beneficial community engagement practices.
4. UMB develops, establishes, and maintains strategic partnerships among our seven schools, other University System of Maryland institutions, and the University of Maryland Medical System to resource, coordinate, and support community initiatives that can become a local, regional, and national model for others to replicate.

**Theme 6. Global Engagement and Education**

**Objective**: *UMB will enhance its impact and reputation as a globally engaged institution committed to improving the human condition through engagement, education, and research.*

**Outcomes:**

1. UMB is committed to and promotes interdisciplinary, innovative, equitable, and sustainable solutions to domestic and global challenges.
2. UMB provides students the opportunity and institutional support to engage in global learning.
3. UMB expands University programs that value, support, and celebrate the richness and expertise of international students, scholars, faculty, and staff.
4. UMB provides enhanced operational support and a knowledge platform with which the schools and functional units align their programs and processes to develop global collaborations, track global activities, and share successes.