



UMB 2022 – 2026 Strategic Plan

Implementation Guidance – Part 2

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Session Objectives

- Describe the Strategic Planning Implementation Management System (SPIMS) and role assignments
- Illustrate the goal creation and submission process in SPIMS
- Provide guidance on risk analysis and assignment
- Provide instruction on the Annual Implementation Plan (AIP)
- Review the UMB Strategic Plan Implementation Timeline



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

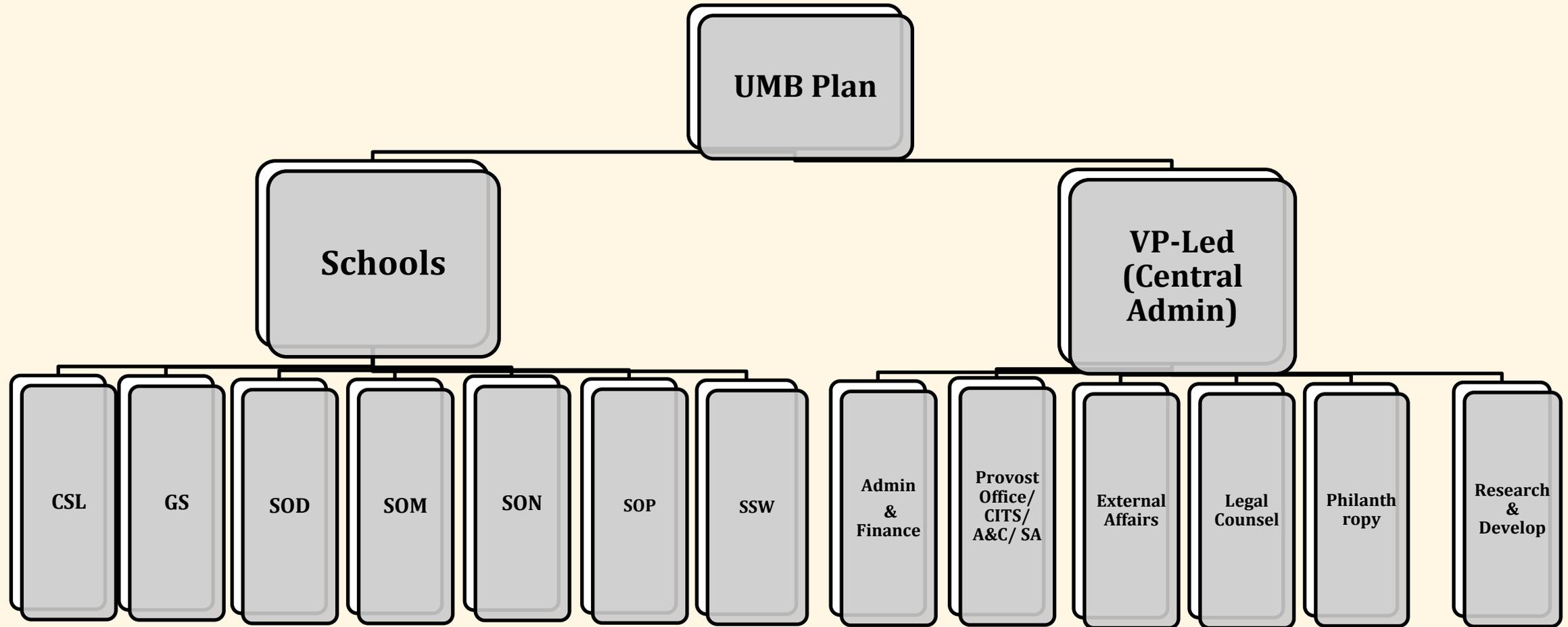
Strategic “SMART” Goals

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 goal(s) 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



What is a Strategic SMART Goal at UMB?

Specific - Defines a clear, specific goal aligned to a Theme and Strategic Outcome

Measurable - Progress can be tracked

Achievable - Can realistically be attained

Relevant - Aligned with organization's mission

Time-Bound anchored – End date: June 30, 2026



SMART Goals – Another View

S	M	A	R	T
Specific	Measurable	Attainable	Realistic	Time-bound
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.
- Metrics*: #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.



Strategic SMART Goal Examples

- “Reduce the server hardware and data storage equipment footprint on campus to achieve cost savings, efficiencies, and benefits associated with cloud-based technologies.”
 - Metrics: \$Cost-savings achieved; #Servers reduced
- Develop and enhance collegial and long-lasting relationships among the school community, and expand engagement with valued partners and stakeholders by focusing programming on the school’s rich diversity of backgrounds and expertise.
 - - Metrics: #programs provided, # of attendees, #new projects



The Strategic Planning Implementation Management System (SPIMS)



Strategic Plan Implementation Management System

- 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 Roles

- SPIMS accommodates three types of role holders for each school / unit or sub-unit:
 - Administrator: Can enter, edit, and approve goals, and also enter risks, progress and annual reports for the unit assigned
 - Contributor: Can enter goals, risks, progress, and annual reports but cannot approve on behalf of the unit assigned
 - Viewer: Can view goals, risks, progress, and annual plans for the unit assigned.



SPIMS Roles (cont.)

- Every school/unit and sub-unit need to have at least one Administrator assigned
- Contributors and Viewers are optional
- Users can be assigned to multiple schools/units and/or sub-units and can be assigned different roles for each
- Users can only view goals if they are assigned a role for that school/unit or sub-unit
- Administrators and Contributors can request additional users for their area through SPIMS



SPIMS – Home Page



Strategic Plan Tracking System [Access Request](#) [Add Goal](#) [Pending Goals](#) [Goals](#) [Reports](#) [Search](#) [Admin Menu](#) ▾

Goals

Click on Goal Title to view details and update progress. Use the search to find others.
System admins can modify approved goals by clicking on the status.

Show

entries

Search:

Number ▲	Goal Title	Theme	School/Area	Department	Status	Reviewed?
1	Preparation of Dentistry Students	Student Growth and Success	School of Law	All Units	Approved	Y
3	Update Classroom Technology	Student Growth and Success	School of Dentistry	All Units	Approved	

Showing 1 to 2 of 2 entries

[Previous](#)

1

[Next](#)

Goals below still need Risks/Barriers defined. Click on the Goal Title to Define Risks

Show

entries

Search:

Number ▲	Goal Title	Theme	School/Area	Department	Status
2	Advance Oral and General Health	Innovation and Reimagination	School of Dentistry	All Units	Approved
4	Law Fellowship Program Expansion	Community Partnership and Collaboration	School of Law	All Units	Approved
5	MB - New Test Goal - 1 - After Fix	Accountability and Integration of Core Values	School of Dentistry	All Units	Approved

Showing 1 to 3 of 3 entries

[Previous](#)

1

[Next](#)



SPIMS – Add Goal

Strategic Plan Tracking System

[Access Request](#)
[Add Goal](#)
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[Goals](#)
[Reports](#)
[Search](#)
[Admin Menu](#)

Goals

Click on Goal Title to view details and update progress. Use the search to find others.
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Show entries Search:

Number	Goal Title	Theme	School/Area	Department	Status	Reviewed?
1	Preparation of Dentistry Students	Student Growth and Success	School of Law	All Units	Approved	Y
3	Update Classroom Technology	Student Growth and Success	School of Dentistry	All Units	Approved	

Showing 1 to 2 of 2 entries

Goals below still need Risks/Barriers defined. Click on the Goal Title to Define Risks

Show entries Search:

Number	Goal Title	Theme	School/Area	Department	Status
2	Advance Oral and General Health	Innovation and Reimagination	School of Dentistry	All Units	Approved
4	Law Fellowship Program Expansion	Community Partnership and Collaboration	School of Law	All Units	Approved
5	MB - New Test Goal - 1 - After Fix	Accountability and Integration of Core Values	School of Dentistry	All Units	Approved

Showing 1 to 3 of 3 entries



SPIMS – Add Goal (Select Theme)

UNIVERSITY of MARYLAND
BALTIMORE

Strategic Plan Tracking System Access Request Add Goal Pending Goals Goals Reports Search Admin Menu ▾

Add Goal

Select the Theme & Objective that you want to add a goal for:

Theme	Objective
1: Accountability and Integration of Core Values	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.
2: Student Growth and Success	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.
3: University Culture, Engagement and Belonging	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.
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, and its strategic partners, and communities.
5: Community Partnership and Collaboration	UMB will formalize and embrace a university-wide approach to community engagement and scholarship that fosters inclusive and equitable partnerships with our neighbors.
6: Global Engagement and Education	UMB will enhance its impact and reputation as a globally-engaged institution committed to improving the human condition through engagement, education, and research.

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For troubleshooting or technical assistance, please contact [CITS Web Development](#).



SPIMS – Add Goal (Select Outcome)



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Add Goal



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.

Select the Theme & Objective that you want to add a goal for:

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 University's Core Values.](#)
- 5: [UMB engages a diverse alumni community that supports and creates sustainable connections for student mentoring, networking, and scholarships.](#)



SPIMS – Add Goal (Title / Description / Keywords)

Strategic Plan Tracking System
Access Request
Add Goal
Pending Goals
Goals
Reports
Search
Admin Menu ▾

Add Goal

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: 3: UMB enhances student learning and innovation through creative and effective teaching methods developed through collaborative and agile faculty development initiatives.

School/Organization Drop Down

Department

Goal Title 200 characters

Goal Description

Progress Measurement Criteria

Select any Keywords that are appropriate:

Keywords

<input type="checkbox"/> Academic	<input type="checkbox"/> Accreditation
<input type="checkbox"/> Administrative / Administration	<input type="checkbox"/> Alumni / Life Long Learning
<input type="checkbox"/> Assessment / Evaluation	<input checked="" type="checkbox"/> Baltimore / Local
<input type="checkbox"/> Collaboration	<input checked="" type="checkbox"/> Community
<input type="checkbox"/> Culture	<input type="checkbox"/> Diversity / Equity / Inclusion
<input type="checkbox"/> Efficiency / Effectiveness	<input type="checkbox"/> Empowerment

Select all that apply



SPIMS – Add Goal (Submit / Save as Draft)

Select all that apply

<input type="checkbox"/> Collaboration	<input type="checkbox"/> Community
<input type="checkbox"/> Culture	<input type="checkbox"/> Diversity / Equity / Inclusion
<input type="checkbox"/> Efficiency / Effectiveness	<input type="checkbox"/> Empowerment
<input type="checkbox"/> Engagement	<input type="checkbox"/> Faculty
<input type="checkbox"/> Financial	<input type="checkbox"/> Fundraising / Philanthropy
<input type="checkbox"/> Global	<input type="checkbox"/> Grants Management
<input type="checkbox"/> Infrastructure	<input type="checkbox"/> Innovative / Innovation
<input type="checkbox"/> Inter-Professional	<input type="checkbox"/> Leadership / Management
<input type="checkbox"/> Learning / Instruction	<input type="checkbox"/> Maryland / State-Wide
<input type="checkbox"/> Multi-Disciplinary	<input type="checkbox"/> Organizational Development
<input type="checkbox"/> Partnership / Partnering	<input type="checkbox"/> Patient-Centered Care
<input type="checkbox"/> Public & Private / Tech Transfer	<input type="checkbox"/> Public Health / Population Health
<input type="checkbox"/> Public Service	<input type="checkbox"/> Recruitment
<input type="checkbox"/> Regulations / Regulatory	<input type="checkbox"/> Reporting
<input type="checkbox"/> Research - Basic	<input type="checkbox"/> Research - Translational
<input type="checkbox"/> Safety / Well-Being	<input type="checkbox"/> Scholarship
<input type="checkbox"/> Social Justice	<input type="checkbox"/> Staff / Employees
<input type="checkbox"/> Strategic / Long-Range	<input type="checkbox"/> Students
<input type="checkbox"/> Sustainable / Green	<input type="checkbox"/> Technology / Equipment
<input type="checkbox"/> Training / Development	<input type="checkbox"/> University System of Maryland
<input type="checkbox"/> Values / Core Values	

Comments

Optional

Save As Draft?

Yes - Save as Draft

No - Submit

Submit



Goal Submission and Approval

- Once created, Goals can be submitted or saved as draft
- Draft goals can continue to be edited in future SPIMS sessions until submitted and will appear as In Progress to Administrator
- Once submitted, Goals will appear in Pending Goals queue for Administrator to review and designate as Approved, Changes Needed, or Denied.
- If Changes Needed is selected, Administrator can provide comments visible to Contributor so they can revise Goal
- Once Approved, the next step is for Risk(s) to be assigned to the Goal by the Contributor or Administrator



Implementing UMB Goals

Enterprise Risk Management

New for this plan – Enterprise Risk Management. Once goals are finalized in system, schools and units will describe the primary and secondary risks that might prevent goal attainment. This information will inform ongoing risk calibration and vigilance 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 (ERM)

- ERM definition: an ongoing process to embed, sustain, and support a culture of responsible risk-taking and opportunity identification across UMB.
- After goals are submitted and reviewed, schools and units will self-assign Risk Categories for a primary and, if applicable, a secondary risk. For each Risk Category, the school or unit will identify likely reasons why a goal might NOT be achieved and what could be done, if anything, to address them.



ERM Risk Categories

- Change in External Market Conditions or Competition from External Sources
- Compliance with Laws, Regulations, and Policies
- Equity, Diversity, and Inclusion
- Funding and Budget
- Health and Safety
- Incorporating Data, Analytics, and New Technology
- Infrastructure and Physical Facilities: Maintenance and Modernization
- Operational and Administrative Processes
- Organizational Culture and Structure
- Partnerships
- Reputation of UMB, School, or Program
- Student Enrollment and Engagement
- Workforce: Attract, Retain, and Support Employees (Faculty and Staff)



Enterprise Risk Management

Each identified risk will be assigned values on a five-point scale for the following factors (based on USM guidance):

- Risk Impact – The extent to which a risk or opportunity might affect an organization, which may include financial, reputational, legal, health, and safety impacts.
- Risk Vulnerability – The susceptibility of an organization to a risk; specifically, the likelihood that an event will occur combined with the degree to which an event is detectible given current automated and management oversight.
- Risk Velocity – The time it takes between the occurrence of an event and when an organization first feels its effects.



Annual Implementation Plan

- Required at the start of each fiscal year
 - Provide at least one task or activity to advance the goal during the year;
 - SMART (with the T = the fiscal year-end)
 - Review assigned Risk Categories, and either confirm or revise
- 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

AIP Action

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.



AIP Action

- Develop and enhance collegial and long-lasting relationships among the school community, and expand engagement with valued partners and stakeholders by focusing programming on the school's rich diversity of backgrounds and expertise.
 - Metrics: #programs provided, # of attendees, #new projects

FY23

- “Develop and implement at least one educational session for the SOP community on DEI initiatives.” (To be repeated annually)



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 March 31, 2022

- Additional information sessions for Goal Creation in SPIMS, Enterprise Risk, and Annual Implementation Plan submission
- SPIMS Piloting by HS/HSL
- Training sessions for SPIMS (to be scheduled)
- Goal creation, submission, and approval in SPIMS by Schools and VP-led Units
- Technical review by IESPA staff and resolution of any issues



UMB Strategic Plan Implementation Timeline

March – April 30, 2022

- Assignment of primary and secondary Risk Categories to each goal by Schools and VP-led Units

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.
- Initial progress reporting for July 1, 2021, through June 30, 2022



UMB Strategic Plan Implementation Timeline

Quarterly – Starting October 1, 2022

- 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

UMB 2022 – 2026 Strategic Plan

www.umaryland.edu/about-umb/strategic-plan

Enterprise Risk Management

<https://www.umaryland.edu/about-umb/offices/enterprise-risk-management/>