



# UMB 2022 – 2026 Strategic Plan

## Implementation Guidance

### ***ERM and Year End Progress Reporting***

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UNIVERSITY of MARYLAND  
BALTIMORE



# UMB STRATEGIC PLAN

2022-2026



# Session Objectives

## Review

Goal Status  
Fiscal Year-End  
Reporting  
Requirements

## Discuss

Emerging Risk  
Identification  
Goal Completion  
Notation

## Confirm

Progress Reporting  
Timeline



## Strategic Plan Goal Completion Status by Theme as of December 31, 2023

Theme	#	100%	75-99%	50-74%	25-49%	1-24%	0%*
1: Accountability and Integration of Core Values	30	10%	10%	33%	23%	17%	7%
2: Student Growth and Success	51	4%	14%	27%	31%	14%	10%
3: University Culture, Engagement and Belonging	60	10%	5%	32%	28%	22%	3%
4: Innovation and Reimagination	107	9%	13%	26%	28%	22%	1%
5: Community Partnership and Collaboration	29	7%	7%	31%	28%	24%	3%
6: Global Engagement and Education	24	29%	17%	21%	17%	17%	0%
<b>Total: Strategic Plan Goals Across All Themes</b>	<b>301</b>	<b>10%</b>	<b>11%</b>	<b>28%</b>	<b>27%</b>	<b>20%</b>	<b>4%</b>

\* Includes three cancelled goals. Note: Percentages may not add to 100% due to rounding.



## Strategic Plan Goal Completion Status by Component as of December 31, 2023

UMB Component	#	100%	75-99%	50-74%	25-49%	1-24%	0%*
Academic / Dean Led Units	123	9%	10%	29%	25%	24%	3%
Vice President Led Units	178	11%	12%	28%	29%	17%	4%
Total: Strategic Plan Goals Across UMB	301	10%	11%	28%	27%	20%	4%

\* Includes three cancelled goals. Note: Percentages may not add to 100% due to rounding.



# Implementing UMB Goals - Components

## **Enterprise Risk Management – New: Reporting an emerging risk (required)**

Each goal is assigned a primary and secondary (optional) risk that might prevent goal attainment. This information will inform ongoing risk calibration and vigilance strategies coordinated across UMB.

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

Description of specific activities or tasks to advance the goal during the upcoming fiscal year. At least one activity must be reported annually.

## **Progress Reporting and Metrics – New: 100% Goal Completion Reporting**

Tracking system facilitates periodic tracking of Goal progress, with defined time windows for narrative updates to be entered into system, including selecting pre-defined completion percentages, and defining and updating metrics.



# Current SPIMS Annual Reporting Tasks

- **Goal Risk Assessment Review** – Performed once each fiscal year
- **Annual Implementation Plan (AIP)** – One or more created each fiscal year
- **Mid-Year Progress Report and Metrics** – Six months ending in December
- **Fiscal Year End Progress Report and Metrics** – Six months ending in June



# Risk Assessment Review

- Risk management review integrates with strategic plan reporting
- Managed by the Office of Enterprise Risk Management
- **Need an annual risk assessment before a Progress Report can be submitted**
- Current guidance on completing the risk assessment review is at <https://www.umaryland.edu/iespa/strategic-planning/strategic-plan-implementation/>





# 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 through the successful linkage of strategy and identifying risk.
- ERM team
  - Roger J Ward, EdD, JD, MSL, MPA – Provost and Executive Vice President
  - Jenny Owens, ScD, MS – Vice Provost of Academic Affairs and Strategic Initiatives
  - Victoria Meadows, MS – Manager of ERM Program



# Enterprise Risk Management (ERM)

## Emerging Risk

**Definition:** A newly evolving risk that could significantly impact the achievement of the school/unit strategic goal, but the potential implications are not fully understood or quantifiable. The unpredictability of the risk could make it difficult for the school/unit to determine likelihood, speed of onset, and mitigation strategies to monitor the potential impact effectively.

1. Within the past year, has your school/unit identified an emerging risk that would prevent your school/unit in achieving your strategic goal?
  - a. Choose Yes or No
2. Choose yes – What is the emerging risk?
3. Self-assign Risk Categories
  - a. Addition of the risk category of “other” to use when the existing emerging risk does not fall within the existing twelve risk categories
4. Select the audience of the risk category
  - a. Internal to UMB, External to UMB, or Both Internal and External to UMB



# Enterprise Risk Management (ERM)

## Risk Re-evaluation

1. Identify the top “barrier”
  - a. Each school and unit will be asked to state the barrier that could prevent the achievement of identified strategic goal (barrier = risk).
2. A description of the risk
  - a. This is necessary to understand what is meant by the identified risk.
    - i. What created the risk?
    - ii. What will interfere with the achievement of your strategic goal?
    - iii. Describe with specificity the details of the risk, people affected, actions/tasks that will be affected
    - iv. What has, or has not, occurred already to respond or mitigate the risk?
3. Self-assign Risk Categories
4. Select the audience of the risk category
  - a. Internal to UMB, External to UMB, or Both Internal and External to UMB
5. Strategic Goal Risk Assessment
  - a. Rank the likelihood, impact, and speed of onset for your identified risk.
6. Provide details to support your rankings and offer details on Mitigation
  - a. To better understand your rankings of Likelihood, Impact, and Speed of Onset.
  - b. Any mitigation already in place or need to be in place.
7. Repeat steps 1 through 6 for an optional secondary risk



# ERM Risk Categories

- Compliance with Laws, Regulations, and Policies
- Equity, Diversity, and Inclusion
- External Competition or Market Conditions
- Funding and Budget
- Health and Safety
- Human Capital
- Infrastructure, Technology, and Facilities
- Operational and Administrative Processes
- Organizational Culture and Structure
- Partnerships
- Reputation of UMB, School, or Program
- Student Enrollment and Engagement
- Other (**only for emerging risk** - when an identified emerging risk does not fall into the twelve existing risk categories. When chosen, the UMB community member can give an example of a risk category the emerging risk would represent.)



# ERM Mitigation

- Important to note:
  - For FY24/25 the mitigation question will remain optional, but highly encouraged to report
  - For FY25/26 the mitigation question will be required



# Enterprise Risk Management

Each identified risk will be assigned values on a four-point word scale

- Risk Likelihood – The possibility that an event will occur, or the rate of occurrence, and the degree to which an event is detectible given current automated and management oversight.
  - Rating scale – Almost certain, Likely, Possible, and Unlikely
- Risk Impact – The extent to which a risk event might affect an organization, which may include Strategic, Health and Safety, Financial, Operations, Legal and Compliance, and Reputation.
  - Rating scale – Severe, High, Medium, and Low
- Risk Speed of Onset – The time elapsed between the occurrence of an event and when the organization first feels its effects.
  - Rating Scale – Immediate, Fast, Moderate, and Slow



# Enterprise Risk Management

- Questions? Please reach out to Victoria
- Please visit our website for details on definitions and other sources [Enterprise Risk Management \(umaryland.edu\)](https://umaryland.edu/enterprise-risk-management)



# Annual Implementation Plan (AIP)

- Required at the start of each fiscal year
  - Indicate at least one activity to advance the goal to be completed by fiscal year-end
  - There are no limits to the number of initiatives or activities associated with a strategic goal that can be pursued during the year
  - Existing plans can be copied forward and modified, or new plans can be created from scratch





# Annual Implementation Plan (AIP)

- There are no changes to the AIP process from last year
- See SPIMS Homepage for guidance on creating the AIP:  
*“Adding and Updating Annual Implementation Plans”*
- If no activities are planned for FY 2025, create an AIP that reads: **“No Tasks Planned for FY 2025”**



## Progress Reporting Components

- Components to complete
  - Progress Completion Update (% of overall goal attained)
  - Progress / Status Explanation as of period end
  - Progress measurement – Update quantitative metric(s)
  - Evidence, optional (one file upload)
- See SPIMS Homepage for guidance on progress reporting – *“Adding Progress Updates and Metrics”*



## Progress Completion

- Overall Goal Completion Percentage – Self Reported
  - Not yet started (0%)
  - Preliminarily Underway (1% - 24%)
  - Substantially Underway (25% - 49%)
  - Significant Progress (50% - 74%)
  - Nearing Completion (75% - 99%)
  - Completed/Milestone Achieved (100%) – **New Options**



## 100% Completion Reporting Options

Question is posed when 100% Completion is selected:

*“Will the attained goal maintain the 100% completion within the remaining strategic plan period and there are no factors that could cause it to fall below 100%?”*

Choose one:

- Yes, this goal is completed
- No, this goal may change to less than 100% in the future



# 100% Completion Reporting Options

## Reporting Option Selected:

- Yes, this goal is completed
  - No further periodic reporting will be required by SPIMS
  - Answer three required questions:
    - *How has completing the goal impacted UMB's ability to achieve the theme's objective? Provide at least one tangible benefit. Response may be used in future publications.*
    - *In what ways did the value received from completing the goal benefit the intended stakeholders?*
    - *Could the metrics for this goal change for the remaining strategic plan period? Is so, how?*



# 100% Completion Reporting Options

## Reporting Option Selected:

- No, this goal may change to less than 100% in the future
  - Answer the required question “*What factor(s) is the unit concerned about that may impact the goal’s future results?*” (500 characters maximum). Continued periodic reporting will occur.



# Progress Reporting - Qualitative

- Status Explanation (for strategic goal) as of period end
  - Narrative response containing highlights of progress over period
    - Yes or no responses to milestone achievements are generally covered in the narrative response

## **Example progress narrative statement**

“During 2024, the analytics unit expanded to provided reporting on student data, equity, diversity and inclusion (EDI), and Philanthropy. We hired additional personnel. EDI reporting is new in analytics, and now we are providing senior leadership with more information about their personnel, retention rates, hiring trends, etc.”



# Progress Reporting - Quantitative

- Values reported for metrics should be cumulative, not incremental. Analysis will be conducted on these metrics to determine change.



Metric #*	Metric Description	Baseline Value	Value Type (Numeric, \$, %)
<b>1</b>	Number of Reports Using Data Analytics	200	Numeric
<b>2</b>	Number of Reports Using Predictive Analytics	0	Numeric
<b>3</b>	Number of KPIs Using Dashboard Format	0	Numeric
<b>4</b>	Percent of Identified Users Trained	0%	Percentage

\*IESPA Generated





# Period-End Progress Update



<b>Metric # *</b>	<b>Metric Description</b>	<b>Baseline Value</b>	<b>Period 1 Update</b>	<b>Period 2 Update</b>	<b>Period 3 Update</b>
<b>1</b>	<b>Number of Reports Using Data Analytics</b>	<b>200</b>	<b>230</b>	<b>250</b>	<b>300</b>
<b>2</b>	<b>Number of Reports Using Predictive Analytics</b>	<b>0</b>	<b>5</b>	<b>7</b>	<b>12</b>
<b>3</b>	<b>Number of KPIs Using Dashboard format</b>	<b>0</b>	<b>12</b>	<b>14</b>	<b>22</b>
<b>4</b>	<b>Percent of Identified Users Trained</b>	<b>0%</b>	<b>15%</b>	<b>25%</b>	<b>40%</b>

\* IESPA-generated



# Strategic Plan Implementation Timeline and Deliverables



# 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.



# UMB Strategic Plan Implementation Timeline

<b>Activity</b>	<b>Due Date</b>
SPIMS* Opens for Progress Reporting	4/22/2024
FY 2025 Risk Assessment including Emerging Risk (if any)	7/31/2024
FY 2025 Annual Implementation Plan(s)	7/31/2024
Fiscal Year End 2024 Progress Report and Metrics as of 6/30/24	7/31/2024
Progress Reporting Period Closes	TBD
SPIMS Opens for Mid-Year Progress Reporting	10/15/2024
Mid-Year (FY 2025) Progress Report and Metrics as of 12/31/24	1/15/2025
Progress Reporting Period Closes	1/31/2025

\*Strategic Plan Implementation Management System



# Q&A



## For More Information

Office of Institutional Effectiveness, Strategic Planning, and Assessment

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

UMB 2022 – 2026 Strategic Plan

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

Enterprise Risk Management

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