

# Update

REDEFINING COLLABORATION

The University administration is pleased to bring you the following fall 2013 update on the University of Maryland, Baltimore's (UMB) 2011-2016 strategic plan, *Redefining Collaboration*.

Following the recommendations of the Executive Implementation Committee (EIC), a group that includes all the school deans and University vice presidents as well as AVPs and leaders from various administrative units or schools, UMB recently approved its second year of funding for the strategic plan, an overarching document that will shape our University for the next decade.

In Fiscal Year 2014 (July 1, 2013, through June 30, 2014), \$500,000 in one-time funds and \$600,000 in recurring funds were approved. When that \$1.1 million is added to the \$1 million in recurring funds that were part of the FY13 first round of funding, a total of \$2.1 million is being invested into strategic plan initiatives this year.

Our strategic plan began at the behest of UMB President Jay A. Perman, MD, with the appointment of a planning committee in November 2010. Then the strategic plan document was developed in a collaborative process involving more than a thousand people from all levels and all areas of the University, who participated in town halls, work groups, surveys, and more. Implementation of the strategic plan began in January 2012 when leadership teams, made up of members of the EIC, were formed to oversee each of the themes and the fundamental elements that comprise the strategic plan. Each team collectively prioritizes goals, decides strategies, reviews outcomes, reports on progress, and makes modifications as needed. In January 2013, the first funding for the strategic plan was approved.

The strategic plan includes the following themes: achieve pre-eminence as an innovator; promote diversity and a culture of inclusion; foster a culture of accountability and transparency; excel at interdisciplinary research; excel at interprofessional education, clinical care and practice, and public service; develop local and global initiatives that address critical issues; drive economic development; create an enduring and responsible financial model for the University; and create a vibrant, dynamic University community.

During the strategic planning process, four fundamental elements emerged as essential to all themes: information technology (IT), communications, government and external affairs, and faculty and staff training.

Goals were identified to support each theme and fundamental element. Planners then developed several tactics for each goal. The plan's 134 tactics are actionable, measurable steps meant to put the strategic plan into action. In Fiscal Year 2013, 61 tactics were selected to go forward, 15 of which received funding. In FY14, 19 of the tactics were selected by the EIC to move forward. Of those, 12 required no funding (see neutral section below). Four involved one-time funding, while five received recurring funding. Two of those tactics received both one-time and recurring funding.

## FUNDING HIGHLIGHTS

### The following themes received funding for FY14:

**To achieve pre-eminence as an innovator:** Received \$335,000 in one-time funding and \$250,000 in recurring funding to pursue the tactic to “enhance the information technology-based infrastructure for deep-data mining to support highly innovative clinical research focused on the revolution in human genetics.”

**To excel at interprofessional education, clinical care and practice, and public service:** Received a recurring \$160,000 allotment to pursue the tactic to “identify, assess, and enhance existing interprofessional education programs to enlighten the University on ideal approaches and methods.” A one-time \$50,000 allotment was made for the tactic to “enhance the Office of Academic Affairs to provide the services across the University that will advance excellence in interprofessional education, patient care, and service.”

**To develop local and global initiatives that address critical issues:** Received a one-time \$60,000 allotment and a recurring \$70,000 to support the tactic “focus on transformative community level influence rather than project-by-project influence by supporting ongoing program planning and evaluation effort built on partnerships.”

**To drive economic development:** Received a recurring \$120,000, to support the tactic “expand and provide incentives and rewards for increased industry research partnerships, while continuing pursuit of traditional funding sources.”

**To create an enduring and responsible financial model for the University:** Received approval to pursue the tactic “provide seamless, searchable databases for services, information, and business processes.” However, the exact funding amount is still being determined.

**To create a vibrant, dynamic University community:** Received a one-time \$30,000 allotment to support the tactic “create and enforce a system that provides clear identification of the University and its facilities as well as reinforces University gateways and boundaries while maintaining open access to the campus.”

## NEUTRAL TACTICS

In addition, there were 12 tactics approved to proceed that didn't require immediate funding. The theme to drive economic development led the way with six approved neutral goals and tactics including "identify seven to 10 interschool and Universitywide 'big ideas,'" "develop a compelling, Universitywide case for support," "develop and implement annual fundraising goals using evidence-based research," "energize and strengthen the University's central development infrastructure," "expand and cultivate a robust pool of philanthropic prospects," and "develop a Universitywide regional program of philanthropic outreach for alumni development and events."

The fundamental element of information technology (IT) had three approved neutral goals and tactics, including "identify and prioritize IT initiatives and investment critical to the University's mission," "devise and implement mechanisms that provide feedback from key University and community stakeholders and partners," and "implement a hardware infrastructure that optimizes the use of servers and data storage resources."

Please do not think that the tactics that did not require funding are not important. On the contrary, they are very important and emphasize an enhancement to how we do our work. This requires allocation of the valuable resource of our people power and denotes an important culture shift in how our University proudly operates as Seven Schools | One University. Rest assured that, by devoting our collective talents and abilities, and now a total of more than \$3 million, to the strategic plan implementation, we are moving full speed ahead in this exciting initiative to which so many of you have contributed.

Stay tuned for future periodic updates on the strategic plan. To read more, visit [www.umaryland.edu/strategicplan/implementation/progress.html](http://www.umaryland.edu/strategicplan/implementation/progress.html).

