



OUR UMBC

A Strategic Plan For Advancing Excellence

STRATEGIC PLAN IMPLEMENTATION INVENTORY OF ACCOMPLISHMENTS AUGUST 2018



Dear Members of the UMBC Community,

I am pleased to share this Inventory of Accomplishments related to implementation of UMBC's strategic plan. Organized around the goals and objectives under each of the four focus areas outlined in *Our UMBC: A Strategic Plan for Advancing Excellence* and the priorities identified by the Foundations Work Group, this Inventory shows the progress we have made over the last two years and our priorities for the next two.

As we enter the third year of implementation of our strategic plan, I hope you will join me in celebrating the substantial progress we have made so far and continuing our work to advance our institutional mission.

None of this would have been possible without your engagement, hard work, and commitment.

Thank you for all that you do for Our UMBC.

A handwritten signature in black ink that reads "Philip J. Rous". The signature is written in a cursive, flowing style.

Philip J. Rous
Provost and Senior Vice President for Academic Affairs



Abbreviations:

A&F – Administration and Finance

CAHSS – College of Arts, Humanities, and Social Sciences

CC – Career Center

CIRCA – Center for Innovation, Research, and Creativity in the Arts

CNMS – College of Natural and Mathematical Sciences

COEIT – College of Engineering and Information Technology

CWIT – Center for Women in Technology

DOIT – Division of Information and Technology

DPS – Division of Professional Studies

ELI – English Language Institute

EM – Office of Enrollment Management

FS – Financial Services

GS – Graduate School

HR – Human Resources

IES – International Education Services

IRADS – Institutional Research, Analysis & Decision Support

IRC – Imaging Research Center

MIPAR – Maryland Institute for Policy Analysis and Research

OAPA – Office of Academic and Pre-Professional Advising

OIA – Office of Institutional Advancement

OVPR – Office of the Vice President for Research

SA – Division of Student Affairs

UAA – Division of Undergraduate Academic Affairs

The Student Experience

Strategic Goal 1: Increase degree completion and shorten students' time to degree.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p><i>1.1 Improve course planning and scheduling</i></p>	<ul style="list-style-type: none"> • Launched Undergraduate Student Success Committee and Persistence Committee. • Made policy changes to help students complete their degrees in a timely manner (e.g., requiring students to have completed, or be enrolled in, all degree requirements to participate in the commencement ceremony). (UAA) 	<ul style="list-style-type: none"> • Base-funded and completed installation of analytics tools focused on student progression and success. (Provost; DOIT) • In collaboration with college deans, began the development of college-level dashboards for monitoring student progression. • Implemented tracking of co-curricular engagement and targeted interventions for non-engaged students. (SA) • Undergraduate Student Success Committee began identifying metrics for evaluating student success over time. (UAA) • Created graduate student success committee. (GS) • Launched “Finish 15” campaign to support retention and timely graduation of students. (EM) • Joined Council of Graduate Schools Ph.D. Career Pathways project and the Coalition for Next Generation Life Science. (GS) • Promoted use of data by graduate program directors to track student 	<ul style="list-style-type: none"> • Continue study of the impact of degree pathways and course scheduling on time to degree, retention, and graduation rates. (DOIT) • Examine data and take action toward Undergraduate Student Success Committee goals. • Create undergraduate and graduate program committees to improve course planning and scheduling. (COEIT) • Identify bottlenecks in course planning and scheduling and work with departments to design and assess interventions. (CAHSS) • Assess impact of “Finish 15” initiative on time-to-degree. • Begin curriculum integration of study abroad initiative to better align study abroad options with major course requirements. (IES)

		<p>performance. (GS)</p> <ul style="list-style-type: none"> • Implemented online study abroad database to facilitate searching for study abroad programs using central directory. (IES) 	
<p>1.2 <i>Improve use of informal space</i></p>		<ul style="list-style-type: none"> • Piloted StudyTree to support virtual study groups and supplemental learning. (DOIT) • Created additional informal gathering space for students in Arbutus by launching OCA Mocha, a student-driven project. (SA) • Launched Instructional Space & Scheduling Review study to review current practices, policies and outcomes regarding the use and scheduling of instructional spaces (Provost, A&F) 	<ul style="list-style-type: none"> • Evaluate findings and recommendations from the Instructional Space & Scheduling Review study and develop action plans. (Provost; A&F)

Strategic Goal 2: Systematically improve the quality and consistency of academic advising and mentoring of undergraduate and graduate students.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>2.1 <i>Improve academic advising and mentoring</i></p>	<ul style="list-style-type: none"> • Formed Advising Task Force to review the 2008 Advising Work Group Report and make new recommendations with focus on assessment, technology, and use of analytics. (Provost; EM) • Developed Visual Degree Audit (Degree Donut), a new advising tool that will make it easier for students and faculty to quickly see if students are on track to complete the requirements for their degrees and certificates. (DOIT) • Established MOU Data Sharing agreement with feeder schools, to improve experiences of transfer students. (IRADS) 	<ul style="list-style-type: none"> • Advising Task Force delivered its report with recommendations. (Provost; EM) • Implemented new advanced data analytics infrastructure (CIVITAS) and began deploying the new tools in support of our Undergraduate Student Success Committee and Persistence Committee. (DOIT; IRADS) • Implemented Visual Degree Audit (Degree Donut) for students and advisors. (DOIT; EM) • Developed new Student Advising Planner (Degree Planner), designed to support student advising and academic planning. (DOIT; EM) • Create co-curricular dashboard to track co-curricular engagement and target interventions for “non-engaged” students. (SA) • Piloted a new advisor training program. (OAPA) • Added a staff member to focus on advising freshmen and transfer students in the Sherman STEM Teacher Scholars Program. (UAA) • Implemented STEM Transfer Student Success Initiatives. 	<ul style="list-style-type: none"> • Review and implement Advising Task Force recommendations. (Provost; UAA; EM) • Implement Student Advising Planner (Degree Planner). (DOIT; EM) • Create undergraduate and graduate program committees in COEIT to improve academic advising and mentoring. (COEIT) • Implement new PreMed program under Science and Math Advising Resource Team and restructure professional advising. (CNMS) • Launch a full advisor training program. (OAPA) • Launch “The Major Event” in Fall 2018, which will assist students to learn about programs and opportunities at UMBC. (OAPA)

		<p>(CNMS)</p> <ul style="list-style-type: none">• Implemented BUILD Initiatives/Hill-Lopes Scholarship to support students placed at high risk. (CNMS)• Increased participation in the Summer Bridge Program through enhanced marketing and the newly established Retriever Jumpstart Scholarship. (UAA; EM)	
--	--	---	--

Strategic Goal 3: Leverage the strength of UMBC’s compositional diversity by increasing the cultural and global competencies of all students.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>3.1 <i>Promote global and cultural competency in students</i></p>		<ul style="list-style-type: none"> • Supported faculty and students to apply for and receive Boren, Fulbright, Gilman and other prestigious awards for research and applied internship experiences abroad. (IES) • <i>U.S. News</i> featured UMBC as one of its "Top Universities for International Students," a new list of U.S. universities that have a particularly strong commitment to supporting international students. • UMBC was the only U.S. institution to be named a finalist for a PIEoneer Award in the category of international student support. • Joined the American Council on Education 2018-2020 Internationalization Laboratory. • Joined the Maryland International Education Consortium (MIEC), an initiative designed to advance international education in the state of Maryland. (IES) • UMBC became a member of various international organizations, increasing its global presence. (IES) • UMBC signed various agreements with foreign universities to develop additional global opportunities for 	<ul style="list-style-type: none"> • Expand Interact - a pilot program designed to develop basic listening and interaction skills to help first year students navigate culturally diverse contexts - to all first year residence halls. (SA) • Participate in the American Council on Education 2018-2020 Internationalization Laboratory, a cohort-based program that will enable UMBC to further develop the international dimensions of our strategic plan. • Participate in MIEC retreat and plan activities for AY 2019. • Develop an updated vision for diversity and inclusion in COEIT. (COEIT; CWIT) • Expand New Student Orientation “Dawg Days” optional excursions to include “Dawg Days Abroad” to introduce new students to the many benefits of study abroad. (EM; IES) • Transition Study Abroad Fair to Global Opportunities Fair to encourage student participation in both on- and off-campus global learning programs. (IES)

		<p>faculty and students. (IES; Provost)</p>	
<p>3.2 <i>Increase tenure-track faculty diversity</i></p>	<ul style="list-style-type: none"> • Continued numerous faculty diversity initiatives and linked them to 5-year faculty hiring plans. • Converted all 3 Postdoctoral Fellows for Faculty Diversity (Cohort III) to tenure-track positions. (CAHSS) • Launched a new five-year initiative to promote diversity and inclusion in the humanities through a grant from the Andrew W. Mellon Foundation. (CAHSS; Dresher) 	<ul style="list-style-type: none"> • Hired 7 new Postdoctoral Fellows for Faculty Diversity (Cohort IV). (Provost; Colleges) • Hired 1 new Natural Sciences Pre-Professoriate Fellow. (CNMS) • Obtained institutional membership to the National Center for Faculty Development and Diversity. • All candidates for full-time faculty positions submitted statement about experience with/commitment to fostering inclusive excellence. (CAHSS) • Required all faculty involved in searches to participate in STRIDE facilitated conversations at relevant stages of search. (CAHSS) • College deans reviewed demographics of pools at every stage of search before department may proceed with vetting at that stage. (Colleges) • Streamlined university procedures related to hiring of international faculty requiring immigration support. (IES) • Brought 49 international professors, researchers and scholars to UMBC via the US Department of State's Exchange Visitor Program. (IES) 	<ul style="list-style-type: none"> • Conduct 10 more searches from the multi-year hiring plan. (CAHSS) • Conduct searches for the next cohort of Pre-Professoriate Fellows. (CNMS, COEIT) • Conduct searches for the next cohort of new Postdoctoral Fellows for Faculty Diversity. • Where appropriate consider conversion of current Postdoctoral Fellows for Faculty Diversity and Pre-Professor Fellows to tenure-track positions.

3.3 <i>Research effect of staff diversity on student experience</i>		<ul style="list-style-type: none">• Established a new position, Director of Inclusion, to assess and respond to issues related to staff diversity and student experience. (SA)	<ul style="list-style-type: none">• Conduct assessment to respond to issues related to staff diversity and student experience.
--	--	--	--

Strategic Goal 4: Continue to build a campus culture that creates, supports, and expects applied learning experiences that present a wide variety of options for all students (e.g., study abroad, internships, cooperative education, service learning, engaged scholarship, artistic performance, and teaching and graduate assistantships).

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>4.1 <i>Improve applied learning experiences</i></p>	<ul style="list-style-type: none"> • Posted nearly 8,500 job and intern opportunities on online job board, UMBCworks, and coordinated 697 employer visits, an increase of 9% from the previous year. (CC) • Enabled 6,500 students and alumni to participate in career counseling, on-campus interviews, internship placements, and career fair attendance (CC). • Surveyed the Class of 2017 and found that 80% of 2017 graduates had used Career Center services during their time at UMBC. (CC) • Surveyed 2016 graduates and found that 84% of students receiving undergraduate degrees had engaged in applied learning opportunities while at UMBC (CC). 	<ul style="list-style-type: none"> • Received a \$1.3M grant from the Sloan Foundation to support students through scholarships, mentoring, research experiences, and entry into Ph.D. programs in Economics. (CAHSS) • Merged two extant Applied Learning Work Groups and created shared charge. (SA; UAA; Shriver) • Created ongoing fund for small grants to student organizations that promote applied learning experiences. (CAHSS; CNMS; COEIT; Provost) • Increased Applied Learning Experiences requirement in the Sherman STEM Teacher Scholars Program. (UAA) • Joined the International Student Exchange Program, a study abroad consortia, to help students study abroad for about the same cost as studying at UMBC. (IES) • Continued supporting students to win national and international awards for applied learning and study abroad experiences. (IES) • Doubled the number of UMBC faculty-led study abroad courses. 	<ul style="list-style-type: none"> • Administer the Maryland Technology Internship Program, a new state-wide initiative. (SA) • Determine composition of Applied Learning Work Group. (SA) • Launch new University Business Internship Program to prepare students for careers in higher education. (A&F) • Continue to develop plan for student lab in social sciences. (CAHSS; OIA) • Double the number of UMBC faculty-led study abroad course offerings. (IES) • Launch “Dawg Days Abroad”, a pre-matriculation study abroad option for incoming freshmen. (IES; EM)

		(IES)	
--	--	-------	--

Strategic Goal 5: Promote the health and well-being of students as a foundation for academic and life success.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>5.1 <i>Improve student services</i></p>	<ul style="list-style-type: none"> • Updated the wireless network on campus, installing 2,000 new wireless access points. (DOIT) • All new undergraduate students participated in a financial literacy introductory session as part of our mandatory new student orientation program. (EM) • Provided graduate students with financial literacy training as part of the professional development series offered by The Graduate School and the PROMISE AGEP. (GS) 	<ul style="list-style-type: none"> • Implemented myUMBC personal posts for billing communications. (A&F) • Expanded monthly payment plan to include all existing charges for the plan semester. (A&F) • Re-wrote “billing and payment” content in the New Student Orientation Advising and Registration Guide to better communicate these processes. (FAS; A&F) • Updated the billing and payment sections of the Student Business Services website. (A&F) • Continued to offer financial literacy introductory session as part of our mandatory new student orientation program. • Provided Financial Smarts Cash Course to hundreds of students. • Continued to provide graduate students with financial literacy training. (GS) • Launched new educational software for students on sexual misconduct, alcohol and other drugs, including opioid education. (HR) • Leveraged existing IT resources (e.g., DocuSign, RT) to enhance 	<ul style="list-style-type: none"> • Launch staff training on sexual misconduct, alcohol and other drugs, including opioid education (HR) • Continue a phased renewal of residential facilities. (A&F) • Pilot “Financialsmarts Grant,” a program designed to encourage financially neediest students to complete our online financial literacy course. (EM; FS) • Pilot “MyBudgetCoach,” a free year-long, one-on-one, budget coaching program. (EM, FS). • Continue to enhance student services for our undergraduate and graduate students at USG with USM partners. (DPS) • Implement an online immigration case management system for international students. (IES) • Hire an additional advisor to increase access to international student support services. (IES)

		<p>usability of online student services forms and expedited processing. (EM, DOIT)</p> <ul style="list-style-type: none"> • Launched a social media campaign to increase students' access to information related to advising. (OAPA) 	
5.2 <i>Support students who feel overwhelmed</i>	<ul style="list-style-type: none"> • University Health Services received three-year accreditation from the Accreditation Association for Ambulatory Health Care. • Developed and hosted the first statewide training on risk assessment and threat management for higher education professionals in Maryland. (SA) 	<ul style="list-style-type: none"> • Added psychologist to Counseling Center. (SA) • Began a study to explore implementation of a recovery house. (SA) • Improved support for graduate students who are feeling overwhelmed. (GS) 	
5.3 <i>Promote campus activities to faculty, staff, and students</i>	<ul style="list-style-type: none"> • Made a positive impact on faculty, staff, and students by launching a new campus-wide recreation wellness initiative. (HR) • Recorded 200,000 visits to the RAC in the past year. 	<ul style="list-style-type: none"> • Increased targeted marketing of campus events through online events hub and coordination of scheduling. (SA) • Procured management services for the Event Center. (A&F) • Celebrated Women's Center's 25th anniversary. • Offered discounted student rates for basketball games, concerts, and student life events throughout the year. (A&F) • RAC renovation planning and design underway. (A&F) • Developed intercultural development workshops and simulations for faculty and staff. 	<ul style="list-style-type: none"> • Relocate Health Services and Counseling Center to RAC, and expand recreation, food pantry, and health education. (SA; A&F) • Expand promotion of arts and culture events to students.

		(IES; HR)	
<p>5.4 Increase students' pride in UMBC</p>	<ul style="list-style-type: none"> • For the eighth consecutive year, <i>Kiplinger's Personal Finance</i> named UMBC a "Best Value College". • The <i>2017 U.S. News & World Report Best Colleges Guide</i> ranked UMBC in the top five on its closely-watched most innovative schools list, joining Stanford, MIT, Arizona State University, and Georgia State. • <i>Princeton Review</i> again selected UMBC as one of the nation's top universities for undergraduate education. • UMBC was named an outstanding workplace for the seventh consecutive year by the <i>Chronicle of Higher Education</i>, recognized as an "honor roll" university in nearly every category. 	<ul style="list-style-type: none"> • UMBC's men's basketball team defeated the University of Virginia 74-54 in the NCAA men's basketball championship tournament, becoming the first No. 16 seed to defeat a No. 1 team in the tournament's history. • Set two attendance records for campus events – the men's soccer match vs. Maryland (over 3,700) and the opening of the Event Center (over 4,700). • Produced UMBC's first-ever Rhodes Scholar, Naomi Mburu '18, chemical engineering. • Promoted Black and Gold pride at campus events. • UMBC was recognized again as a higher education trailblazer in major publications, including the <i>U.S. News & World Report</i>, <i>Times Higher Education</i>, <i>Forbes</i>, and <i>The Princeton Review</i>. • Piloted Study Abroad Ambassador Program, in which selected study abroad participants highlighted their global learning experiences via blog posts and social media. (IES) 	<ul style="list-style-type: none"> • Expand Study Abroad Ambassador Program to fall and spring semester study abroad programs. (IES)

Collective Impact in Research, Scholarship, and Creative Achievement

Strategic Goal 1: Increase national prominence in selected multidisciplinary areas spanning the arts, engineering, humanities, information technology, natural sciences and mathematics, and social sciences. Potential focus areas for the development of multidisciplinary scholarship, creative activity, and research excellence include, but are not limited to, environmental studies, health, national security, data science, and civically engaged and global/transnational scholarship.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>1.1 <i>Promote multidisciplinary research</i></p>	<ul style="list-style-type: none"> Secured renewal for Center for Research and Exploration in Space Science and Technology (CRESST II). (CNMS) Launched Accelerated Cognitive Cybersecurity Lab (ACCL) with IBM Support. (COEIT) Hosted our sixth UMBC Research Forum on Campus, focused on “Reimagining Aging Research.” This event brought together researchers from diverse areas of expertise, including sociology, biology, information systems, and public policy. (OVPR; Erickson) Received renewal for Center for Research and Exploration in Space Science and Technology. Established an Education Partnership Agreement with the Department of the Navy, Naval Surface Warfare Center, Carderock Division, focusing on collaborations in cybersecurity and additive manufacturing. 	<ul style="list-style-type: none"> ILSB construction and planning in progress. Dedicated new Earth and Space Institute in Physics Building. (CNMS) Created new Center for Social Science Scholarship. (CAHSS; Provost; OVPR) Launched the Center of Accelerated Real Time Analytics (CARTA). Hosted our seventh UMBC Research Forum on “Public Humanities and Health Justice.” (OVPR; Dresher) Completed searches for 13 positions on multi-year hiring plan, including several in key research areas (health equity, early childhood education in urban environments). (CAHSS) Faculty Senate approved changes to Faculty P&T procedures to better recognize interdisciplinary research and teaching. 	<ul style="list-style-type: none"> Conduct 10 more searches from the multi-year hiring plan. (CAHSS) Hire Associate Dean for Research and Faculty Development. (CNMS; COEIT) Hire an Associate Director for the Center for Cybersecurity. (COEIT) Create a new Engineering and Computing Education Program. (COEIT) Partner with the American Association for the Advancement of Science to promote dialogue among faculty, students, and staff at the interface of science and faith. (CNMS)

		<ul style="list-style-type: none"> • Piloted CoLab, a new interdisciplinary summer internship program. (Provost; Dresher) • Continued to expand UMBC's international research partnerships through collaboration with academic institutions around the globe. • Continued to support interdisciplinary research collaborations through the UMBC-UMB Seed Grant Program. 	
<p>1.2 <i>Increase research opportunities through better communication and training</i></p>		<ul style="list-style-type: none"> • Provided proposal writing support to researchers. (COEIT) • Provided workshops on preparing grants and staff support for faculty working on proposals. (CAHSS; Dresher; MIPAR; CIRCA) • Hosted IBM-UMBC Day on Campus to highlight research and educational partnership. (COEIT; OVPR) 	<ul style="list-style-type: none"> • Explore ways to leverage the Federal Work Study Program to support more diverse student participation in undergraduate research. (EM, UAA)

Strategic Goal 2: Increase UMBC’s research prominence through sustained investment in faculty and staff hiring, retention, and development.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>2.1 <i>Increase diversity in research-active faculty</i></p>	<ul style="list-style-type: none"> • See – The Student Experience 3.2. 	<ul style="list-style-type: none"> • See – The Student Experience 3.2. 	<ul style="list-style-type: none"> • See – The Student Experience 3.2. • Launch Request for Proposals for multi-disciplinary ILSB-related convergent research initiatives.
<p>2.2 <i>Recruit outstanding doctoral students</i></p>		<ul style="list-style-type: none"> • Worked with OVPR and OIA to promote graduate student contributions to research. (GS) • Preserved value of GA-ships by covering increases in tuition remission and health insurance. (GS) • Continued to build graduate assistant pipeline for research support by creating six new base funded TA/GA positions across the colleges. 	<ul style="list-style-type: none"> • Build graduate assistant pipeline for research support. • Work with departments to improve yield of admitted doctoral students. (GS) • Continue to work toward increasing the competitiveness of GA-ships. Implement 2% COLA on GA stipends. (GS) • Explore possibility of university fellowships for top incoming doctoral students. (GS)
<p>2.3 <i>Recognize research collaborations during merit calculations and workload policy development.</i></p>			
<p>2.4 <i>Institute variable teaching and service loads based on faculty research activity</i></p>		<ul style="list-style-type: none"> • Continued discussions and advocacy with USM for changes in USM faculty workload policy. 	<ul style="list-style-type: none"> • Pending changes in workload policy approved by USM Board of Regents.

Strategic Goal 3: Position UMBC faculty to win prestigious national and international awards and honors for scholarship, creative activities, and research and grow UMBC’s funded research portfolio to achieve annual research expenditures that consistently place the University among the top 150 institutions in the nation.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>3.1 <i>Improve infrastructure and support for research</i></p>	<ul style="list-style-type: none"> • Secured a record \$99.2M in extramural awards in FY2017, an increase of 16% above the prior year. (OVPR) • Completed inventory of current core research facilities and solicited input regarding future research infrastructure needs. • Awarded Strategic Awards for Research Transitions (START) and Summer Research Faculty Fellowships (SURFF) to support 24 UMBC faculty as they pursue new areas of research with the goal of securing external funding and support. • Building on previous year’s success, secured another Major Research Instrumentation (MRI) award from the NSF to expand the university’s High-Performance Computing Facility. • Added resources for the Library to maintain current level of subscriptions. • Launched GRIT-X – Global, Research, Innovation, Trends, Excellence” to highlight research and creative achievement. • Launched PI² Immersive Hybrid 	<ul style="list-style-type: none"> • Secured \$85.5M in extramural awards in FY2018. (OVPR) • Funded increased cost of library serials. • Allocated \$3.2M in start-up funding for new tenure-track faculty. • Secured yet another Major Research Instrumentation (MRI) award from the NSF to expand the university’s High-Performance Computing Facility for faculty research. (CNMS; DOIT; OVPR) • Purchased and began installing small Hadoop cluster to support data science research. (DOIT) • Upgraded New Media TV Studio to support HD technology. (DOIT) • Hired staff to support PI² visualization facility. (DOIT; OVPR) • Continued awarding Strategic Awards for Research Transitions (START) and Summer Research Faculty Fellowships (SURFF) to support faculty. • Implemented New Faculty Awards initiative. (Provost; CAHSS; 	<ul style="list-style-type: none"> • Secure at least \$95M in extramural awards in FY 2019. (OVPR) • Continue to support identified research infrastructure priorities as funds become available. • Base-fund a core facilities infrastructure fund. • Create Office of Center Awards Management (OCAM) to provide administrative support for Research Centers. (OVPR) • Provide operating funds for the Center for Cybersecurity. • Provide operating funds for the Earth and Space Institute. • Complete search for Executive Director for Cybersecurity Initiatives. (COEIT; OVPR) • Base-fund operating funds for the Center for Social Science Scholarship. • Fully base-fund grants officer in Dresher Center. • Create faculty and staff advisory councils to the Dean to improve infrastructure and support for

	<p>Reality Lab, helping students and faculty to interact with data visually. (COEIT)</p>	<p>COEIT; CNMS; OVPR)</p> <ul style="list-style-type: none"> • Expanded REX reports to include grant funds and ability to drill down to salary information. (A&F) • Developed and initiated COEIT staff professional development program to improve research infrastructure and support. (COEIT) • Provided Summer Research Assistance Program. (CNMS) • Added software licenses for NVIVO and Stata to support qualitative research. (DOIT; CAHSS) • Supported development of MapTu software. (DOIT; IRC) • Launched Kualu Research to provide web-based administrative support for proposal and budgetary needs. (OVPR) 	<p>research. (COEIT)</p> <ul style="list-style-type: none"> • Launch IBM Watson access for research in cybersecurity. (DOIT) • Develop a secure research environment for sensitive research. (DOIT) • Finalize Kualu Research implementation to include most research-related functions for multi-disciplinary and multi-campus integration of research. (OVPR) • Institutionalize UMBC's International Field Research program to promote undergraduate research experiences abroad. (IES)
--	--	---	--

Innovative Curriculum and Pedagogy

Strategic Goal 1: Provide exemplary support for educators in creating state-of-the-art undergraduate and graduate curricula delivered through innovative and effective approaches to teaching and learning.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>1.1 <i>Increase capacity of the Faculty Development Center</i></p>	<ul style="list-style-type: none"> • Added additional staff to the Faculty Development Center. • Supported to date almost 30 projects on innovative teaching and learning through the Hrabowski Fund for Innovation. • Formed a new Faculty Learning Community focused on Teaching Sustainability and Climate Change. 	<ul style="list-style-type: none"> • Added assessment and evaluation specialist to Faculty Development Center. • Funded 10-12 faculty for Innovation for Teaching Effectiveness (INNOVATE) certificate program. (CAHSS) • Produced first graduates in Active Learning, Inquiry Teaching (ALIT) Certificate Program. (CNMS) 	<ul style="list-style-type: none"> • Plan and create UMBC's Center for Teaching and Learning.
<p>1.2 <i>Increase size and diversity of full-time faculty and their engagement with first- and second-year students</i></p>	<ul style="list-style-type: none"> • See – The Student Experience 3.2. 	<ul style="list-style-type: none"> • See – The Student Experience 3.2. • Provided faculty workshops on difficult conversations in the classroom. (CAHSS) • Implemented new Pedagogy and Teaching Grants program to help faculty improve teaching. (CAHSS) • Established Science Education Research Unit (SERU) to promote scholarship in STEM pedagogy. (CNMS) 	<ul style="list-style-type: none"> • See – The Student Experience 3.2.

<p>1.3 <i>Support full-time lecturers</i></p>	<ul style="list-style-type: none"> • Faculty Senate approved proposal for a new third rank for lecturers (Principal Lecturers). 	<ul style="list-style-type: none"> • Established new third rank for lecturers (Principal Lecturers). 	<ul style="list-style-type: none"> • Conduct the first promotion review for promotion to Principal Lecturer for those senior lecturers meeting promotion criteria.
<p>1.4 <i>Support part-time faculty</i></p>		<ul style="list-style-type: none"> • Supported professional development of three adjunct faculty members through a new Adjunct Faculty Excellence Award. (Provost) • Faculty Senate recommended the creation of a third rank for adjunct faculty (Adjunct III). 	<ul style="list-style-type: none"> • Implement new Adjunct III rank for part-time faculty pending USM approval.
<p>1.5 <i>Update policy to reward faculty who practice innovative pedagogy</i></p>			<ul style="list-style-type: none"> • Review UMBC's course conversion guidelines for workload reporting following review of faculty workload policies by Board of Regents.
<p>1.6 <i>Improve graduate education</i></p>		<ul style="list-style-type: none"> • Implemented Three Minute Thesis competition and provided workshop on how to communicate science effectively. (GS) • Began identifying a director for the Center for the Integration of Research, Teaching, and Learning (CIRTL). (GS) 	<ul style="list-style-type: none"> • Formally launch CIRTL and provide pedagogical training for graduate students and postdocs. (GS)
<p>1.7 <i>Develop policies for use of technology in instruction</i></p>	<ul style="list-style-type: none"> • Implemented online course evaluations. (IRADS) 	<ul style="list-style-type: none"> • Supported faculty in digital blended learning with focus in applied master's program areas. (DPS; DOIT; GS) 	<ul style="list-style-type: none"> • Optimize the design and quality of our online and digital blended programs and provide greater visibility to these programs. (GS; DPS; DOIT)

<p>1.8 <i>Invest in state-of-the-art learning spaces</i></p>		<ul style="list-style-type: none"> • Upgraded two lecture halls and ten classrooms, including four active learning spaces. (DOIT; Provost) • Renovated six classrooms in Sondheim and Sherman Halls and converted them to active learning classrooms. (Provost; A&F) • Replaced, upgraded, or refurbished all tablet-arm chairs in registrar-scheduled classrooms. (A&F) • Repainted numerous registrar-scheduled classrooms with roller blinds and ceiling tiles replaced. (A&F) • Surveyed all lecture halls to develop multi-year plan for renewal. (A&F) • Piloted use of cloud services in new data science courses in Information Systems and Computer Science. (DOIT) 	<ul style="list-style-type: none"> • Equip and install active learning classrooms in ILSB. (DOIT)
<p>1.9 <i>Incorporate faculty and student input in classroom design</i></p>		<ul style="list-style-type: none"> • Faculty and student input gathered as part of Instructional Space & Scheduling Review study. (Provost; A&F) 	<ul style="list-style-type: none"> • Evaluate faculty surveys on completed classroom renovations. • Complete additional renovations in Sondheim and Sherman Halls. • Install 11 new active learning classrooms and laboratories in the ILSB.

Strategic Goal 2: Continue to build a culture of academic assessment to support our faculty as the primary drivers of continuous improvement in student learning outcomes.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>2.1 <i>Better track student outcomes</i></p>	<ul style="list-style-type: none"> • Appointed Associate Provost with analyst support in collaboration with IRADS. (Provost) • Conducted training on Civitas analytics. • Deployed EAB Academic Performance Solutions. (Provost, A&F, DOIT) • Piloted Math/Math Lab and accounting. 	<ul style="list-style-type: none"> • Launched Persistence Committee to identify and help students at high risk of not persisting. (DOIT) • Implemented Visual Degree Audit (Degree Donut) for students and advisors. (DOIT; EM) • Piloted Blackboard Predict to enhance the First Year Intervention (FYI) program and give faculty automated early-warning system for students. (DOIT; UAA) • Implemented Aleks for math placement testing and saw 290 students (out of 1600) increase their placement by at least one level, with 155 increasing by at least two levels. (DOIT; DNMS; UAA) • Launched Student Learning Assessment Advisory Committee. (CNMS) • Participated in USM Faculty Workload working group to develop new system of data collection that will better reflect faculty activity related to student outcomes. (IRADS) 	<ul style="list-style-type: none"> • Expand assessment and analytics work to better track student outcomes.

<p>2.2 <i>Better track use of instructional spaces</i></p>		<ul style="list-style-type: none"> • Completed documentation of seating capacity, type, technology for teaching labs, open labs, and conference rooms where courses are scheduled. (A&F) • Verified seating capacity for all classrooms in PeopleSoft. (A&F) • Instituted new REX guided reporting to understand usage of specific classrooms. (A&F; IRADS) • Instructional Space & Scheduling Review study underway (A&F; Provost). 	<ul style="list-style-type: none"> • Review with shared governance and implement recommendations made in the Instructional Space & Scheduling Review study. (A&F; Provost)
---	--	--	---

Community & Extended Connections

Strategic Goal 1: Promote a campus-wide culture that recognizes, supports, catalyzes, and celebrates collaboration and partnerships with groups at the local, state, regional, national, and international levels, including the K-12 education system.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
1.1 <i>Adopt a common framework for connecting with community</i>		<ul style="list-style-type: none"> Began discussions with Faculty Senate Executive Committee about incorporating community-engaged scholarship into University policies. 	
1.2 <i>Coordinate outreach by identifying a unit at UMBC responsible for facilitating community connections</i>			
1.3 <i>Strengthen UMBC's connections to alumni</i>		<ul style="list-style-type: none"> Received a \$1M commitment from an alumni couple to support CNMS initiatives. Piloted alumni scholarship for UMBC alumni enrolling as new master's degree and certificate students. 	<ul style="list-style-type: none"> Continue to engage with alumni with measurable goals for alumni information updates, event attendance, social media sharing, volunteering, giving, and hiring. Evaluate and enhance alumni scholarship.
1.4 <i>Communicate UMBC's commitment to community connections</i>	<ul style="list-style-type: none"> Launched the Art of Transformation (AoT) project to address the challenges faced by residents of Baltimore. (IRC) Sponsored Light City Baltimore festival. Continued preparing local high school students from low-income 	<ul style="list-style-type: none"> Continued to lead the USM in the Maryland Charity Campaign, raising more than \$237,000, with over 50 percent of UMBC community members contributing. Began developing our self-study for the Carnegie 2020 Community Engaged Campus designation. (CAHSS; Shriver; Provost) 	<ul style="list-style-type: none"> Establish the Bunting Family Community Engagement and Experience Endowment to support students in the humanities.

	<p>and first-generation college backgrounds to succeed in higher education through the Upward Bound Program.</p>	<ul style="list-style-type: none">• Continued sponsoring Light City Baltimore festival (OIA; CAHSS).• Launched a “Math Coach” program at Lakeland Elementary Middle School. (UAA)• Staff, students, and faculty continued to play a leadership role in Breaking Ground Imagining America.	
--	--	---	--

Strategic Goal 2: Advance UMBC’s regional reputation as a vital stakeholder in Maryland’s innovation economy.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>2.1 <i>Develop a plan to support entrepreneurship, social innovation, and technology commercialization</i></p>	<ul style="list-style-type: none"> • Contributed significantly to TEDCO’s Maryland Innovation Initiative (MII), with a 50% application success rate over the past five years resulting in 28 awards for a total of more than \$2.8 million since 2012. • 5 MII Awards for \$680,000 secured in FY 2017. • Launched Express License Agreement to facilitate economic development. (OVPR) 	<ul style="list-style-type: none"> • Contributed to TEDCO’s Maryland Innovation Initiative (MII) over the past six years resulting in 31 awards for a total of more than \$3.2 million since 2012. • 3 MII Awards for \$380,000 secured in FY 2018. • Provided Entrepreneurial Skillset Training for new faculty with Training Centers. (CNMS) • Participated as full partners in launch of USM’s Momentum Fund—designed to prove early-stage risk capital for emerging USM-related start-ups. • Introduced several bwtech@UMBC companies to fund management. 	<ul style="list-style-type: none"> • See UMBC-related start-ups secure funding from the Momentum Fund.
<p>2.2 <i>Grow bwtech@UMBC</i></p>	<ul style="list-style-type: none"> • bwtech@UMBC is home to more than 130 early stage and established companies in cybersecurity, clean energy, and the life sciences. 	<ul style="list-style-type: none"> • Launched an international cybersecurity incubator in partnership with Maryland Commerce (iCyberCenter@bwtech). • Enabled 164 UMBC students and 146 UMBC alums to work at bwtech companies in the first six months of FY 2018. 	<ul style="list-style-type: none"> • Continue to seek partnerships that will strengthen and grow bwtech@UMBC.

<p>2.3 <i>Meet Maryland's workforce needs through professional development and continuing education programs</i></p>	<ul style="list-style-type: none"> • Increased undergraduate enrollment at the Universities at Shady Grove (USG) by 12 percent from Spring 2016 to Spring 2017. • Added new programs at USG, including the Raptor to Retriever Program to support students from Montgomery College to complete their bachelor's degrees. 	<ul style="list-style-type: none"> • Received MHEC approval for BS in Translational Life Science Technology. (CNMS; DPS) • Revamped MPS programs in Applied Biotechnology. (CNMS; DPS) • Launched MPS programs in Data Science, Technical Management, Entrepreneurship, Innovation & Leadership. (DPS; CNMS; CAHSS; COEIT) 	<ul style="list-style-type: none"> • Launch BS in Translational Life Science Technology. (CNMS; DPS) • Develop BS in Engineering Program, computing programs, and professional master's. (COEIT; DPS) • Develop MPS in Community Leadership. (CAHSS; DPS) • Explore ways to help Johns Hopkins Applied Physics Laboratory employees to enroll in our graduate programs. (GS) • Integrate non-credit education at Training Centers and for-credit master's and certificate programs. (DPS; GS) • Continue to develop and launch MPS programs to meet Maryland's workforce needs. • Develop workforce training programs by leveraging the new core facilities in the ILSB. (CNMS; Provost; DPS)
---	--	---	--

Strategic Goal 3: Strengthen UMBC’s position as an anchor institution for the Greater Baltimore metropolitan region.

Supporting Objectives	2016-2017	2017-2018	Next Steps for 2018-2020
<p>3.1 <i>Establish a community-engagement action team</i></p>	<ul style="list-style-type: none"> • BreakingGround, UMBC’s campus-wide civic engagement initiative, has supported nearly 70 innovative courses and community projects since its 2012 launch. 		
<p>3.2 <i>Establish relationship with select business and community associations</i></p>	<ul style="list-style-type: none"> • The Choice Program at UMBC was chosen by Starbucks to be the community partner for their new Baltimore City opportunity cafe under construction in East Baltimore. 	<ul style="list-style-type: none"> • Established Sherman Center for Early Learning in Urban Communities to improve STEM, literacy, and mathematics education in early childhood. • Partnered with Northrop Grumman Foundation and Northrop Grumman Mission Systems to create the new Lakeland Community and STEAM Center. • Implemented a professional development program for math teachers at Lakeland Elementary Middle School and expanded it to four other schools in Baltimore. (UAA) • Offered courses in the Lion Brothers Building. (CAHSS) • Continued working with Walters Art Museum. (CAHSS) 	<ul style="list-style-type: none"> • Develop partnerships with other arts and culture organizations in Baltimore. (CAHSS) • Launch MPS in Community Leadership and minor in Public Humanities. (CAHSS)
<p>3.3 <i>Pursue Regional Institution Strategic Enterprise (RISE) Zone designation</i></p>		<ul style="list-style-type: none"> • bwtech North and South received Rise Zone designation. 	<ul style="list-style-type: none"> • Pursue additional state tax incentives in General Assembly.

<p>3.4 <i>Use campus facilities to promote community connections</i></p>	<ul style="list-style-type: none"> • Offered Summer Enrichment Experiences (SEE) program to 273 K-12 students on campus. (DPS). • UMBC was among 10 institutions selected by AAC&U nationwide to establish “Truth, Racial Healing, and Transformation” campus centers focused on developing leaders in support social of racial and social justice. 	<ul style="list-style-type: none"> • Opened the UMBC Event Center. • Enhanced the Office of Extended Learning to offer additional programs for youth and adults, including Summer Enrichment Experiences, Home Visitor Program, How Girls Code, and Maryland Leadership Workshops. (DPS) 	<ul style="list-style-type: none"> • Enhance the Office of Extended Learning to offer year-round non-credit programs for people of all ages. (DPS) • Partner with International Admissions at the University of Maryland, Baltimore to provide prerequisite English training courses. (DPS)
<p>3.5 <i>Better communicate availability of campus services and events to community</i></p>	<ul style="list-style-type: none"> • Developed a website on Race, Equity, Inclusion, & Justice to provide a calendar of relevant events, a list of courses, and links to campus resources. (CAHSS) • Purchased a new campus-wide ticketing system that will show how many students have attended UMBC’s ticketed events. (DOIT) 	<ul style="list-style-type: none"> • Reorganized Student Life and Commons staff under one department, Campus Life, with positive results. (SA) • Developed a Diversity & Inclusion website to share our institutional values, resources, and policies. (OIA) 	

Foundations

Goal 1: Effective management of enrollment and enrollment growth to increase net tuition revenue.

2016-2017	2017-2018	Next Steps for 2018-2020
<ul style="list-style-type: none"> Produced our largest-ever graduating class, with 2,472 bachelor's, 88 doctorate, 631 master's, and 124 post-baccalaureate certificate recipients. Supported students to degree completion through a number of initiatives, including the Senior Degree Completion Fund, which provides micro-grants to support seniors in their last year of study. (EM) 	<ul style="list-style-type: none"> Various enrollment growth initiatives are in place throughout UMBC, including Summer/Winter programs, new programs, certificates, and degrees, and transfer student success initiatives. Welcomed our largest-ever class of entering undergraduates (nearly 1,800 freshmen and 1,200 transfer students) in Fall 2017. Representing the best of Maryland and beyond, the new freshmen had an average GPA of above 3.8 and competitive test scores. Produced one of the largest graduating class, with 2,470 bachelor's, 94 doctorate, 665 master's, and 121 post-baccalaureate certificate recipients. 	<ul style="list-style-type: none"> Leverage visibility of NCAA Tournament to expand student recruitment in out-of-state and international markets. (OIA; UAA) Continue developing new/revised programs in Public Humanities (minor), Community Leadership (MPS), Arts Entrepreneurship (minor track within ENTRE minor), Human Context of Science and Technology (certificate), certificates in Philosophy, MAE in Computer Science Education, undergraduate major in Middle Grades Science. (CAHSS) Support transfer students by 1) re-purposing a vacant admissions line for transfer student recruiting, 2) dedicating consulting resources in the PeopleSoft 9.2 upgrade for transfer credit evaluation, 3) hiring a full-time transfer credit evaluator, and 4) piloting EAB's Transfer Collaborative Tool. (EM; DOIT) Continue coordination of international recruitment initiatives. (IES; EM; GS; DPS; OIA)

Goal 2: Successful launch of \$150-million comprehensive campaign, with a goal of endowment surpassing \$100 million and alumni annual giving participation reaching 7 percent.

2016-2017	2017-2018	Next Steps for 2018-2020
<ul style="list-style-type: none"> • The UMBC endowment reached more than \$87.5 million in FY 2017. • Raised more than \$92 million toward meeting our \$150 million goal. • Raised more than \$14.5 million in gifts and pledges in FY 2017. • Celebrated UMBC’s 50th anniversary. • Launched Grit and Greatness Campaign. • Our alumni giving reached a 5-year high in both participation and dollars raised in FY 2017. • Successfully concluded two multi-year processes – strategic planning and accreditation. 	<ul style="list-style-type: none"> • The UMBC endowment reached more than \$96 million in FY2018. With existing pledges from several of our largest donors, the UMBC endowment will exceed \$105 million. • We are more than 70% of the way toward meeting our \$150 million campaign goal. • Built awareness and excitement about Grit & Greatness: The Campaign for UMBC. • Held UMBC’s first Giving Day (“Black & Gold Rush”) on February 28. This 24-hour online fundraiser resulted in gifts from more than 1,000 donors totaling almost \$100,000. • Saw significant increases in giving from alumni, faculty and staff, and parents. Overall, giving was up by 41% in revenue and donors were up by 13%. • Collectively, alumni have already given or pledged more than \$6 million to the Grit & Greatness Campaign, already surpassing the \$3.3 million total from alumni in our previous campaign. • Secured gifts totaling over \$1.75 million to support undergraduates in the arts and humanities. (OIA) 	<ul style="list-style-type: none"> • Continue to make progress towards UMBC’s ambitious campaign goals. • Leverage analytics to drive regional and national alumni engagement and major gifts strategies. • Continue to collaborate with colleges and divisions to develop meaningful cases for support that will inspire sustained philanthropy for UMBC community.

Goal 3: Demonstrably improve the efficiency of operations and the effectiveness of mission-driven programs and activities to focus resources on what matters most.

2016-2017	2017-2018	Next Steps for 2018-2020
<ul style="list-style-type: none"> • REX Finance began providing updated financial and payroll reports using the REX data warehouse. (A&F; DOIT) • Communicated regularly the goals and benefits of E&E. • Provided training to identify opportunities for savings. • Continued to capture unit-level E&E improvements made each year. • UMBC's carbon emissions have been lowered by 17% since joining the President's Climate Leadership Commitment in 2007. During the same period, our built space has increased by 9% and student enrollment has increased by 20%, making the overall decrease in carbon emissions even more significant. • The Climate Action Steering Committee oversaw efforts to reduce UMBC's carbon emissions. • Continued to provide Green Office training and certificate program with staff, the Eco Ambassadors education program and Sustainability leadership program for students, and the annual Sustainability Across Disciplines workshop with instructors. 	<ul style="list-style-type: none"> • Upgraded PeopleSoft Finance from version 8.9 to 9.2 and moved all financial reporting to REX. (A&F; DOIT) • Purchased new software (Cloudlock) to support security in the cloud and meet USM audit requirements. (DOIT) • Released MyUMBC version 4, which promotes events and community and provides new tools for departments to streamline and improve communication to students. (DOIT; SA; EM) • Rolled out EAB-APS to the college Deans to assist with resource allocation and performance monitoring. (DOIT) • Began transition of financial operations to shared services. (COEIT) • Completed multi-year review and reallocation of operating, adjunct faculty, and graduate assistant funds across CAHSS. (CAHSS) • Developed inaugural training for new Department Chairs and Program Directors. (CAHSS; Provost) • Piloted business and financial analytics to support decision making and assess the impact of our planning decisions. (DOIT; A&F) • Streamlined international undergraduate admissions process via Value Stream Mapping activity. (IES; EM; ELI) 	<ul style="list-style-type: none"> • Implement web-based scholarship platform to announce private-donor scholarships to UMBC students, leveraging time and expertise in OIA and Enrollment Management/Scholarships Office. (OIA)

UMBC Investment in University Priorities FY2016 – 2019

Includes only Recurring Strategic Investments (base); Does not Include one-time investments or increases in mandatory expenses
\$ in 000s

The Student Experience				
	FY2016	FY2017	FY2018	FY2019
New faculty hires	231	209	284	
Enrollment pressure converted to base	95	100	267	219 *
Expand faculty in high demand programs			100	100
Life Science Advisor	30			
Athletics scholarships - tuition increase	98			
Title IX compliance	100		110	
		350		
Civitas Student Success Analytics			141	
NROTC implementation		12		
OUE base budget increase			100	
Psychologist - Counseling Center			40	

Transfer Credit Evaluator				75
Subtotal	554	671	1,042	394

* Funded one time.

Innovative Curriculum and Pedagogy				
	FY2016	FY2017	FY2018	FY2019
New faculty hires	231	208	283	
Enrollment pressure converted to base	95	100	266	
Faculty Development Center Assessment and Evaluation Specialist	21	21	100	
Faculty Development Center Paraprofessional Staff	16			
Subtotal	363	329	549	0

Collective Impact in Research, Scholarship, and Creative Achievement				
	FY2016	FY2017	FY2018	FY2019
New faculty hires	371	208	283	
Accounting Associate (Provost and VPR)	33			

Library (LIMS and subscriptions)	110	50	100	
Executive Director for Cybersecurity			125	125
Associate Dean - Research			50	50
Health disparities cluster hire	143			
GA pipeline for research support			200	
GA tuition waivers and health insurance	166	229	123	
PAHB theater operating	29			
Kuali Research Portal				50 **
Office of Center Awards Management				300 **
Core facilities infrastructure			100	25 **
Subtotal	852	487	981	550

** DRIF

Foundations				
	FY2016	FY2017	FY2018	FY2019
Development Officer	52			
Alumni Relations position		65		

Marketing			250	
Fund-raising capacity building			150	150
Subtotal	52	65	400	150

Total	1,821	1,552	2,972	1,094
--------------	--------------	--------------	--------------	--------------