

OUR UMBC

PRIORITIES AND ACTIONS TO
ADVANCE EXCELLENCE
UNIVERSITY RETREAT 2018

retreat.umbc.edu





UMBC Vision Statement

Our UMBC community redefines excellence in higher education through an inclusive culture that connects innovative teaching and learning, research across disciplines, and civic engagement. We will advance knowledge, economic prosperity, and social justice by welcoming and inspiring inquisitive minds from all backgrounds.



Retreat Agenda

10:45 a.m.

Locations provided on tickets

12:15 p.m.

Dance Cube

1:45 p.m.

Locations provided on tickets

3:30 p.m.

Concert Hall

4:30 p.m.

Concert Hall

Morning Breakout Discussions

Boxed Lunch

Afternoon Breakout Discussions

From Advancement Office to
Advancement Community

Wrap-up Remarks

Social Hour



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'.

Philip J. Rous
Provost and Senior Vice President for 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>1.1 <i>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 Generative Life Sciences (CGS) 	<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)



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 	<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 	<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)



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.



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 	<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 	<ul style="list-style-type: none"> Establish the Bunting Family Community Engagement and Experience Endowment to support students in the humanities.



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;



Breakout Discussions

Locations provided on tickets

Athletics Strategic Plan

- Nancy Young, VP, Student Affairs
- Tim Hall, Athletics Director
- Jessica Hammond-Graf, Senior Associate Athletics Director

Community Engagement

- Scott Casper, Dean, CAHSS
- Michele Wolff, Director, The Shriver Center

Graduate Student Success

- Janet Rutledge, Vice Provost and Dean, Graduate School

Research Infrastructure

- Bill LaCourse, Dean, CNMS
- Karl Steiner, VP, Research

Undergraduate Student Success

- Katharine Cole, Vice Provost and Dean, Undergraduate Academic Affairs