



UMB 2022 – 2026 Strategic Plan

Implementation Guidance

The Annual Implementation Plan

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Session Objectives

- Strategic Planning Implementation: Review of components completed to date;
- Provide and review guidance for completing the Annual Implementation Plan (AIP) and Risk Assessment review;
- Review the UMB Strategic Plan Implementation Timeline



UNIVERSITY of MARYLAND
BALTIMORE

UMB Strategic Plan





UMB Strategic Plan Components





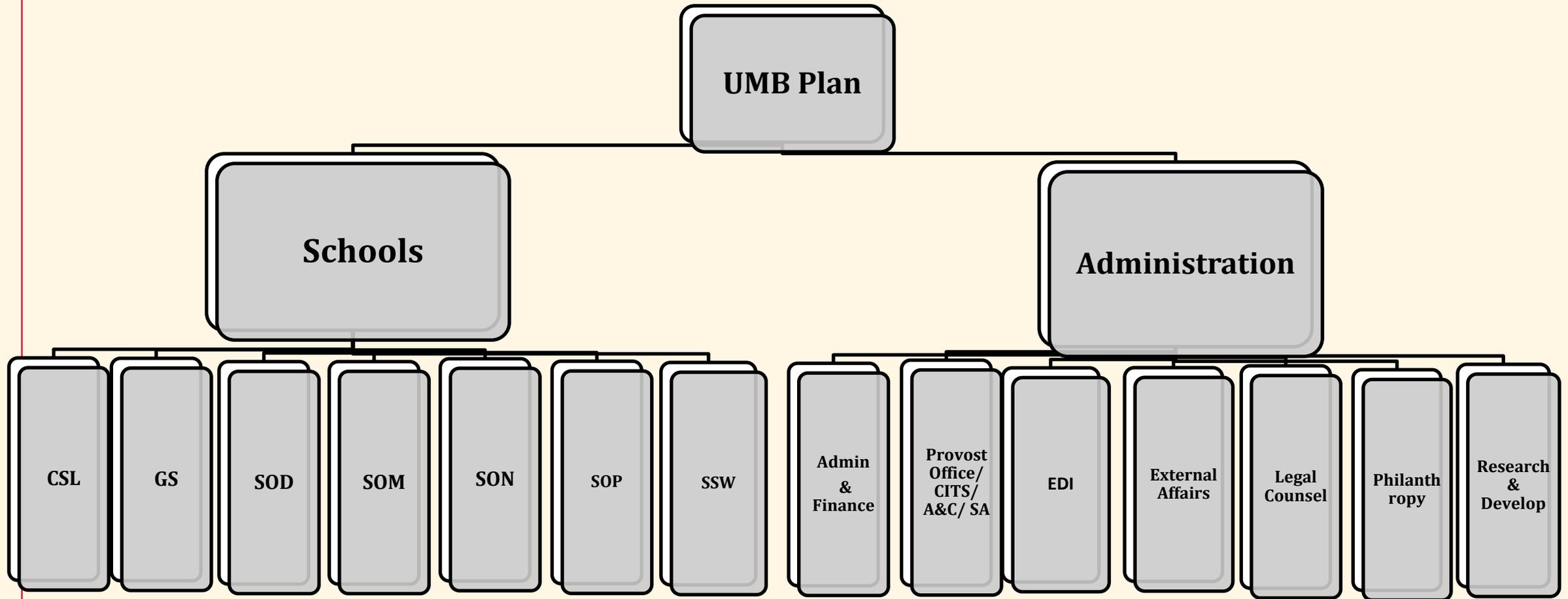
UMB Strategic Plan Components

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 Primary Units





SMART Goals

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.



Implementation Completion Phases in the SPIMS

- **Unit access rights to the SPIMS established;**
- **Unit enters aligned plans by Theme and Outcome into the SPIMS;**
 - **Unit Approver reviews goals and submits to IESPA for review**
 - **Each goal description in Primary Plan evaluated for SMART format (Note: M = recorded in separate field; T = Five [5] years)**
- **Unit determines risk assessment for each Strategic Goal in Plan for current FY22;**
- **Units enter FY23 AIP(s) for each Strategic Goal in System**
- **Units review and update, if necessary, risk assessment level for FY23**



Annual Implementation Plan Facts

- Required at the start of each fiscal year
 - Provide at least one activity to advance the goal to be completed by fiscal year-end,
 - Identify activities to occur in FY23 [July 1, 2022 through June 30, 2023]
 - There are no limits to the number of initiatives or activities associated with a strategic goal that can be pursued during the year;
 - Tasks should be clearly-written (consider SMART format),
 - No IESPA technical review planned for AIPs; However, senior leaders will have the ability to view the AIPs;
 - Approver to acknowledge **Review** of planned activities on behalf of Unit when AIP created by the Contributor.



The Strategic Planning Implementation Management System (SPIMS)

Creating the AIPs



How to Create a Strategic Goal AIP?

SPIMS 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 10 entries

Search:

Number ↑↓	Goal Title ↑↓	Theme ↑↓	School/Area ↑↓	Department ↑↓	Status ↑↓	Reviewed? ↑↓
23	Actively recruit and retain diverse students	University Culture, Engagement and Belonging	School of Law	All Units	Approved	Y
35	Advance HSHSL EDI efforts through collaboration	University Culture, Engagement and Belonging	Office of the Provost	HS/HSL	Approved	Y
43	Advance research data management, sharing, and res	Innovation and Reimagination	Office of the Provost	HS/HSL	Approved	Y
57	Affinity Group Development	University Culture, Engagement and Belonging	Equity, Diversity and Inclusion	All Units	Approved	Y
30	Align and integrate UMB Core Values into HR proces	Accountability and Integration of Core Values	Office of the Provost	HS/HSL	Approved	Y
59	Anti-racism and Anti-Oppression Employee Initiativ	University Culture, Engagement and Belonging	Equity, Diversity and Inclusion	All Units	Approved	Y
54	Anti-racism and Anti-oppression Initiatives	Student Growth and Success	Equity, Diversity and Inclusion	All Units	Approved	Y
28	Assess the legal needs of West Baltimore neighbors	Community Partnership and Collaboration	School of Law	All Units	Approved	Y
17	Bi-directional Learning Collaborative	Community Partnership and Collaboration	School of Social Work	All Units	Approved	Y
39	Collaborate and create compliance resolution proce	Student Growth and Success	Office of the Provost	Accountability & Compliance	Approved	Y



How to Create a Strategic Goal AIP?

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?↑↓
15	Identify and Implement Institutional Learning Outc	Student Growth and Success	Office of the Provost	All Units	Approved	Y



How to Create a Goal's AIP?

Goal Details & Progress Update

Goal Information:

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 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.

School/Organization Office of the Provost

Department All Units

Goal Number 15

Goal Title Identify and Implement Institutional Learning Outcomes for All Students

Goal Description Through collaborative efforts involving all of the schools, the Office of the Provost will coordinate the identification and implementation of Institutional Learning Outcomes for all students drawn from the existing curricula.

Progress Measurement Criteria Articulation of Institutional Learning Outcomes. Assessment of Institutional Learning Outcomes.



How to Create a Goal's AIP?

Annual Plan(s):

[Add Annual Plan](#)

There are currently no annual plans for this goal.

Risks:

[Update Risk\(s\) currently associated with the goal.](#)

[Risk re-evaluation](#)

There are currently no additional risks for this goal.

Progress Updates:

[Add Progress Update](#)



How to Create a Goal's AIP?

Annual Plan Information:

Year Range Required

Annual Plan Title Required

Activities Planned Required

Who is Responsible for the Annual Plan? Optional

End of Plan Evaluation Optional

Supporting Document(s) No file chosen Optional - Word, Excel, PowerPoint, PDF, JPG or GIF only



How to Create a Goal's AIP

Annual Plan Information:

Year Range

2022-2023

Required

Annual Plan Title

Development of Institutional Learning Outcomes

Required

Activities Planned

The Best Practices in Assessment Group and associated Workgroups will continue to meet as necessary to finalize the development of ILOs with the goal of submitting these to the Provost no later than August 1, 2022. There are six ILOs under development

Required

Who is Responsible for the Annual Plan?

Best Practices in Assessment Group as convened by staff of the Institutional Effectiveness, Strategic Planning, and Assessment Office

Optional

End of Plan Evaluation

Optional

Supporting Document(s)

Choose File BPAG Asses...y 3 2022.pptx

Optional - Word, Excel, PowerPoint, PDF, JPG or GIF only

Submit

How to Create a Goal's AIP

Add Annual Plan

Create a [new annual plan from scratch](#) or select an existing annual plan below that you want to copy/continue.

Year Range	Title	Activities Planned	Responsible	End of Plan Evaluation	Status
2022-2023	Development of Institutional Learning Outcomes	The Best Practices in Assessment Group and associated Workgroups will continue t...	Best Practices in Assessment Group as convened by staff of the Institutional Eff...		Reviewed



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)



Suggestions for AIP development

- Add related items to the initiative in the same cell, unless it makes sense for the unit to do otherwise
 - Example: For the IESPA ILO goal, a multitask action plan makes sense as written below.
 - Submit ILOs to provost for final approval (by August 1); create process to track ILO alignment (Dec 1); Finalize tracking mechanism by FY end.



Creating Multiple AIPs for a Goal

Annual Plan(s):

[Add Annual Plan](#)

Click on the year range in order to update the annual plan. To see full annual plan details, click on the title.

Year Range	Title	Activities Planned	Responsible	End of Plan Evaluation	Document	Status	
2022-2023	Submission of Institutional Learning Outcomes	The Best Practices in Assessment Group and associated Workgroups will finalize a...	Best Practices in Assessment Group as convened by staff of the Institutional Eff...	Target Date August 1, 2022	Download	Pending	Delete
2022-2023	Assessment of Institutional Learning Outcomes	The Best Practices in Assessment Group and associated Workgroups will develop th...	Best Practices in Assessment Group as convened by staff of the Institutional Eff...	Target Date December 31, 2022	Download	Pending	Delete
2022-2023	Evaluation of Institutional Learning Outcomes	The Best Practices in Assessment Group and associated Workgroups evaluate the su...	Best Practices in Assessment Group as convened by staff of the Institutional Eff...	Target Date July 31, 2023	Download	Pending	Delete

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 results

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.

AIPs for Upcoming Fiscal Years

Annual Plan(s):

[Add Annual Plan](#)

Click on the year range in order to update the annual plan. To see full annual plan details, click on the title.

Year Range	Title	Activities Planned	Responsible	End of Plan Evaluation	Document	Status	
2022-2023	Development of Institutional Learning Outcomes	The Best Practices in Assessment Group and associated Workgroups will continue t...	Best Practices in Assessment Group as convened by staff of the Institutional Eff...		Download	Active	Delete
2023-2024	Development of Institutional Learning Outcomes	ILOs were not finalized by June 30, 2023. The Best Practices in Assessment Grou...	Best Practices in Assessment Group as convened by staff of the Institutional Eff...		Download	Active	Delete



The AIP and Risk Assessment Review

The AIP and Annual Risk Review

Annual Plan(s):

[Add Annual Plan](#)

Click on the year range in order to update the annual plan. To see full annual plan details, click on the title.

Year Range	Title	Activities Planned	Responsible	End of Plan Evaluation	Document	Status	
2022-2023	Implementation of Institutional Learning Outcomes	The Best Practices in Assessment Group and associated Workgroups will finalize a...	BPAG, Workgroups, and IESPA staff		Download	Reviewed	Delete

Risks:

[Update Risk\(s\) currently associated with the goal.](#)

[Risk re-evaluation](#)

There are currently no additional risks for this goal.

Progress Updates:

[Add Progress Update](#)

FY22 Risk Assessment

Please define the risk(s) for the 2021-2022 calendar year:

Primary Risk
Required - select risk category most likely to impact the goal. [See explanations.](#)

Overall, is the risk category listed
Required

Details about the risk category selected
Optional

Risk Impact
Required - see [Risk Impact definitions.](#)

Risk Vulnerability
Required - see [Risk Vulnerability definitions.](#)

Risk Velocity
Required - see [Risk Velocity definitions.](#)

Secondary Risk
Optional - select next risk category most likely to impact the goal. [See explanations.](#)

Overall, is the secondary risk category listed
Required if secondary risk category selected

Details about the risk category selected
Optional

Risk Impact - what is the impact on the school/unit mission if the risk interferes with the goal?
Required if secondary risk category selected - see [Risk Impact definitions.](#)

Risk Vulnerability
Required if secondary risk category selected - see [Risk Vulnerability definitions.](#)

Risk Velocity
Required if secondary risk category selected - see [Risk Velocity definitions.](#)

Annual Risk Review

Goal Risk Re-Evaluation

Goal Information:

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 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.

School/Organization Office of the Provost

Department All Units

Goal Number 24

Goal Title Identify and Implement Institutional Learning Outcomes for All Students

Goal Description Through collaborative efforts involving all of the schools, the Office of the Provost will coordinate the identification and implementation of Institutional Learning Outcomes for all students drawn from the existing curricula.

Progress Measurement Criteria Articulation of Institutional Learning Outcomes. Assessment of Institutional Learning Outcomes. Evaluation of Institutional Learning Outcomes.

Keywords Academic,Assessment / Evaluation,Diversity / Equity / Inclusion,Learning / Instruction,Students,Values / Core Values

Primary Risk Operational and Administrative Processes

Primary Risk Audience Internal

Primary Risk Details Implementation of ILOs will require coordination and cooperation among the professional schools.

Primary Risk Impact 3

Primary Risk Likelihood and Detectability Medium

Primary Risk Velocity Rapid

Primary Risk Period 2021-2022

Comments

Status Approved

Admin Reviewed? Y

There are currently no additional risks for this goal.

Risk Re-Evaluation:

Do you want to keep the current risk(s) above that is associated with this goal and apply it for 2022-2023 or select different risk(s) for 2022-2023?

- Keep
 Replace

Required

Submit



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

March 2022 thru Current

Information sessions for Goal Creation in SPIMS, Enterprise Risk, and Annual Implementation Plan submission planned/held

- SPIMS Piloting by HS/HSL
- Training sessions for SPIMS
- Goal creation, submission, and approval in SPIMS by Schools and Administration Units
- Technical review by IESPA staff and resolution of any issues



UMB Strategic Plan Implementation Timeline

March – Continuing

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

July 2022

- Annual Implementation Plan (AIP) for FY 2023 for each goal prepared and submitted by Schools and Administration 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.
- Risk re-evaluation for FY23
- ~~Initial progress reporting for July 1, 2021, through June 30, 2022~~



UMB Strategic Plan Implementation Timeline

Semi-Annual Reporting – Starting Jan 2023 for (Period ending Dec 31, 2022)

- Progress Update:
 - Narrative discussion of goal progress based on actual Annual Implementation Plan activity for the previous six (6) months;
 - Indication of Goal attainment completion percentage as of the end of the reporting period (i.e., Dec 31, 2022)
 - Serves as the basis of the semi-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/>