

UPDATED INFORMATION SHADED

MOVING PLANS INTO ACTION

Planning Leadership Team Tracking Report

August 2002

PLANNING LEADERSHIP TEAM 2001-02

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INTRODUCTION

UMBC's current planning process was established in the 1998-99 academic year to address major strategic issues facing the campus and to link action on those issues to the University's resource allocation process. Nearly 100 faculty, staff, and students participated in task forces focusing on enrollment management, advising, continuing education, UMBC's development as an honors university, UMBC's research environment and culture, and student life. In addition, the Information Technology Steering Committee and Gender Equity Committee developed recommendations relevant to the University planning process. The University's Planning Leadership Team—composed of senior administrators, faculty senate leaders, and, recently, staff senate leaders—has evaluated task force recommendations and advised the University Budget Committee on priorities. Recognizing that achieving the goals established through strategic planning is a multi-year process, the Planning Leadership Team will continue to monitor actions taken and outcomes achieved. This tracking report is the third in a series of updates that will be shared with the campus.

For additional background on the planning process and the University's strategic priorities, please read ***Moving Forward and Building to Last***, the Planning Leadership Team's April 2001 report to the UMBC community, which can be found at www.umbc.edu/provost.

KEY TO CHARTS

Strategic Goals: Refers to one or both of the broad strategic goals adopted by the PLT:
1) Continue to rank in the top tier of research universities and 2) continue to build student body size and quality through improved student engagement in academic and co-curricular experiences.

Initiative: Refers to either a fundamental investment or a desired outcome identified by the PLT.

FY 02 Action: Refers to a new investment, reallocation, or action occurring in FY 2002 to effect progress on recommendations made in the planning process.

Division: Notes the division or divisions responsible for implementing the action step.

TF Link: Notes the task force or task forces to which the action step links.

Success Measure: Proposes measures of success the PLT might use to track effectiveness of initiatives and investments.

Schedule/Status: Shares implementation timetable and status for action steps.

TASK FORCE ABBREVIATIONS

E=Enrollment Management Task Force

A=Advising Task Force

CE=Continuing Education Task Force

H=Honors University Task Force

R=Research Culture and Environment Task Force

S=Student Life Task Force

IT=IT Steering Committee Report

GE=Gender Equity Committee Report

Strategic Goals: Research Status and Enrollment Growth/Quality
Initiative: Business and Information Systems

FY 02 Action	Division	TF Link	Success Measure	Schedule/Status
Fin Web live (\$250,000 FY 01)	Adm	R	# users accessing	full implementation 10/01 419 users FY02
\$2M, 18 FTE investment Delta Initiative Phase 1 (also known as PeopleSoft)	Adm, Acad	All	# stakeholders involved in design	350 attend info sessions and previews; communications plan developed and approved
			firm schedule for implementation	finalized 1/31/02
			new business processes mapped	design began 4/1/02 (HR); 4/30/02 (FIN)
Fac/Staff PC replacement	Acad	All	# installed/replaced	243 PCs replaced FY02 140 PCs replaced FY03
Facilities scheduling software	Acad,SA,Adm	E,S	improved classroom utilization; improved event scheduling	deploy Fall 02
Pilot business manager model in academic departments	Acad	R	reduce faculty paperwork; improve business processes	positions created in Education, CSEE, Math
Expand campus telephone system	Adm	E	sufficient # of phone numbers for growing campus	5-digit dialing implemented 1/02 8400 additional numbers available
Graduate School application scanning (\$100,000 FY 02)	Acad	E	reduce paper; increase efficiency	deploy Spring 03

Explanation of Terms

Fin Web provides Web-enabled access to financial reports.

The **Delta Initiative** is a multi-year project to redesign and improve UMBC's business processes and information systems, including human resources, accounting, grants management, registration, advising, student information, and data warehousing.

Strategic Goals: Research Status and Enrollment Growth/Quality
Initiative: New Faculty Lines and Start-Ups

FY 02 Action	Division	TF Link	Success Measure	Schedule/Status
\$1.6M new faculty lines	Acad	R,H,E,A,S	% successful searches	33 of 48 searches successful; 18 tenure track; 18 new lines; \$1M committed for FY 03 hires
\$1M+ invested in faculty start-up needs	Acad	R	successful recruitment and start-up	see above \$900,000 from DRIF committed for FY 03
Hire women faculty in science, math, IT, engineering	Acad	G	# hires, FT core faculty	15 hires FY 99-02
Faculty family medical leave policy developed	Acad	G	adoption of policy	adopted by the Faculty Senate, 3/02
\$193,000 endowment income designated for professorships	OIA	R,H,E,A	% successful searches by rank; number of professorships or chairs	available to supplement state funds; Meyerhoff Chair awarded to S. Rosenberg; Aether Chair recruited for 03-04 in CSEE
Preparing Future Faculty partnerships to attract diverse faculty	Acad	R,H,E	diversity of new faculty hires	2 apprentices (English and Africana Studies)
Coordinated reporting of start-up funds committed	Acad, Adm	R	better information for budgeting and planning	implemented

Strategic Goal: Research Status
Initiative: Grants and Contracts Support

FY 02 Action	Division	TF Link	Success Measure	Schedule/Status
AwardTrak implemented	Acad	R	# users	8 departments using
Research Council established	Acad	R	improved communication # solutions to issues	initiated Fall 01
2 FTE reallocation for professional engineers to facilitate building design/maintenance	Adm	R	improved building systems implementation	one position filled; one failed search; reopen in June
2 FTE reallocation for construction and renovation project managers	Adm	R,E	# active projects	one position filled; one failed search; reopen in June 70 active projects
.5 FTE reallocation for liaison for equip/lab maintenance	Adm	R	response time	complete
1 line reallocation for environmental health and safety engineer	Adm	R	# lab incidents	position filled
.6 new line through reallocation for DS2 compliance	Adm	R	# audit exceptions	position filled
OIT creating 2 Help Desk positions to be filled by graduate students	Acad	R	improve research computer support	delayed due to freeze; hired grad student as contingent employee
1 new FTE for grants management	Acad	R	improve pre-award process	hire 9/02

Explanation of Terms

AwardTrak is a software program that tracks contract and grant expenditures.

Research Council is a new, campus-wide council formed to address issues important to campus researchers.

DS2 is a disclosure statement required by the federal government from institutions receiving \$25 million or more annually in federal funding.

Strategic Goal: Research Status
Initiative: Ph.D. Production Support

FY 02 Action	Division	TF Link	Success Measure	Schedule/Status
\$80,000 initiative for recruiting minority, women, and domestic Ph.D. students through grant and reallocation	Acad	R	# minority, women, domestic students enrolling and completing	30 prospects visited in April; 90 in July 02 \$2.5M NSF grant submitted
\$65,000 to establish dissertation fellowship award through reallocation	Acad	R	exceed 50 Ph.D.s in 15 programs	10 awarded FY02
\$100,000 for 5 new assistantships through reallocation	Acad	R,E	# enrolled	\$150,000 awarded FY02; FY03 commitment adds \$250,000 (State and DRIF); Award decisions decentralized to departments; Spring 02 enrollment up 4.9% above Spring 03
Pursue corporate-sponsored assistantships		OIA	R # enrolled	Northrop Fellows in COE; Biotech proposal outstanding
Initiate graduate student welcome/Ph.D candidate celebration	Acad	R,E	exceed 50 Ph.Ds in 15 programs	event held
New ELC commitment to increase support for non-native English speaking graduate students	Acad	R,E	exceed 50 Ph.D.s in 15 programs	implement Fall 01

Explanation of Terms

ELC is UMBC's English Language Center.

Strategic Goal: Enrollment Growth/Quality
Initiative: New Student Recruitment Support

FY 02 Action	Division	TF Link	Success Measure	Schedule/Status
\$750,000 investment to fully fund current scholarships	Acad	H,E	yield average SAT	funds allocated
\$400,000 scholarship income from endowment	OIA	E,H	\$ above prior year yield average SAT	\$480,000 available for FY 03; proj. avg. SAT 1217 in Fall 02
\$400,000 expansion of programs to Shady Grove	Acad	E	# enrolled # retained	Fall 01 target of 60 students met
\$200,000 for launch of online IFS Flex Master's	Acad	E	# enrolled # retained	FY02 target of 120 students exceeded; 160 students Spring 02
\$100,000 budget increase for library to support extended hours and collection development for new programs	Acad	R,H,E	#enrolled #retained	funds allocated from grants and contracts overattainment in FY02
Applied professional programs committee to recommend structure to support applied programs	Acad	E,CE	administrative, financial structure recommended	will report Fall 02
New residence hall construction	OIA, ADM SA	E	# beds opened	513 beds complete; 586 under construction
50 percent of Creative Services projects to focus on undergrad, grad, prof ed marketing	OIA	E	increase in apps yield quality	staff, consultant support in place for new UG prospectus, grad websites in FY 02
Increased alumni participation in recruitment events	Acad,OIA	E	increased # participating	increase from 25 to 30 alumni participants in FY 02

Explanation of Terms

Shady Grove is a Montgomery County campus of the University System of Maryland where USM institutions are offering bachelor's degree completion programs to community college transfers. UMBC currently offers information systems and social work programs at Shady Grove.

IFS Flex Master's is an online degree program in information systems.

Strategic Goal: Enrollment Growth/Quality
Initiative: Improve Student Retention/Graduation Rate

FY 02 Action	Division	TF Link	Success Measure	Schedule/Status
\$220,000 to hire four advisors through reallocation	Acad	H,E,A	retention rate grad rate more advising hours	advisors hired in CSEE, IFSM,BIO,PSYCH
Develop electronic tools to support, enhance advising	Acad,OIT	H,E,A	retention rate graduation rate	online access to student records for faculty/advisors available 4/02
Vice Provost for Undergraduate Education appointed	Acad	H,E,A	retention rate grad rate	Appointed 7/02
Develop freshmen academic and success seminars	Acad	H,E	retention rate graduation rate	13 academic seminars approved and funded for Fall 02; success seminars expected to begin Fall 03
\$20,000 awarded to academic departments for undergraduate student engagement initiatives	Acad		retention rate	funds support writing and applied experience courses in CHEM,BIO, MUSIC,SOWK
Develop internship, employment opportunities	Acad,SA, OIA	H	# new relationships	Collaborative approaches needed among units
Establish Student Involvement Council	All	E,S	# participating University, weekend events	Council established
\$250,000 auxiliary reallocation to expand Commons hours	SA	E,S	# present nights, weekends # programs offered	The Commons opened 1/28/02; hours 7 a.m.-2 a.m. M-F; 9 a.m.-2a.m. weekends; at least one program nightly
\$100,000 sponsor support for events and event marketing	OIA, SA	E,S	# weekend events # participating	Sponsor support from from Chevy Chase Bank; and Coke; approved increase in student activity fee for Fall 02; reallocated other funds to programs
Hire new assistant director of Student Life for major events and marketing	SA	E,S	# participating	assistant director hired; at least one event on Fri/Sat nights in Fall 01; 7 major events and 6 major community service projects (attendance ranging from 50-1500)

FY 02 Action	Division	TF Link	Success Measure	Schedule/Status
.5 FTE reallocated to support student life marketing	OIA	E,S	# participating	five student marketers hired and mentored by OSL and OIA
\$50,000 for Welcome Week through program redesign, reallocation	All	H,E,S	% participation	10 major programs with average attendance of 500; 900 new students participated in Convocation
Res Life staff increase (1 live-in staff, 5 RAs)	SA	E,S	meet demands of growth	reorganized 7/01 new staff hired
\$10,000 residential programming	SA	E,S	# programs	programming ongoing
Expand Faculty Mentor program	SA,Acad	E,H,S	# contact hours # programs/mo.	one mentor per hall one commuter mentor collectively, mentors provide at least 8 programs and 80 contact hours per month
Expand living learning communities in residence halls	SA,Acad	E,H,S	# communities # of students reached	2 communities serve 60 students directly; reach additional students through programming; EHS, MLL communities opened Fall 02
\$25,000 support from Coke contract for faculty development	OIA, Acad	H,E		Supports PT and new faculty orientations and development programs
1 FTE reallocation for on-campus postal services	Adm	S	establish on-campus postal service	will offer in UC
\$12,000 to field drop-out study	Acad	H,E	retention rate graduation rate	study complete
Continue NSSE participation	Acad	H,E	retention rate graduation rate	second survey complete; repeat in 04
Assured Access	Acad	IT	distribute low-cost rental computers to students with financial need	distributed 76 PCs
			300 class sections sections in Spring 01 using web in Spring 02	over 300 sections using

Explanation of Terms

AIMS is a software program that provides faculty and advisor access to student transcripts and advising notes.

Degree Navigator is a software program that tracks major requirements and reports student progression in the major.

Student Involvement Council is a committee appointed by the President which is charged with developing programs and policies which expand opportunities for students to participate in campus life outside the classroom.

The Commons is the new University Center.

Welcome Week is an expanded week of educational and social programming to help new students make a successful transition to UMBC. It includes a redesigned Convocation ceremony, where new students will be officially welcomed by the President, Provost, faculty, and staff.

NSSE is the National Survey of Student Engagement.

Assured Access is an initiative to guarantee that students and faculty have access to technology needed for their academic work.

Strategic Goal: Research and Enrollment Growth/Quality

Initiative: Alternative Revenue Sources

FY 02 Action	Division	TF Link	Success Measure	Schedule/Status
Endowment growth	OIA	All	reach \$17.6M	reach by 6/02
Corporate sponsorships for life sciences, IT faculty/research	OIA	R,H,E,A	% successful searches	\$50,000 raised for IT; \$40,000 for CHEM/BIO
Staff reallocation to establish major gifts function	OIA	All	increase avg. gift	reach by 7/02 director hired 5/02
Staff reallocation to strengthen annual giving effort	OIA	All	# and % alumni participation	3000+ donors all-time high 10% participation
Technology Center incubator program equity	Adm	R	value of portfolio	value is \$1.8M
5-7 new tech licenses annually	Acad	R	licensing income royalty income (\$65,000 in FY 02)	reach by 7/02
Increase applied program enrollments to address State workforce needs	Acad OIA	CE	# new students and programs	credit enrollment up; non-credit offerings expand
Increase revenue from continuing education to support campus	Acad	CE	generate \$300,000 in FY 02	\$363,000 generated; supports Special Sessions distributions, initiatives of President, Provost
Increase percentage of indirect return from grants and contracts	Acad	R	increase average percent return by 1%	Reached 7/02

Explanation of Terms

Technology Center incubator program equity reflects the value of stock holdings in companies that have graduated from the program.

Tech licenses are agreements in which rights to faculty-produced inventions are sold or licensed to a company for commercialization.