

LINKING STRATEGIC PLANNING AND BUDGETING

Campus Priorities and Investments FY 2010-2014

*Prepared by the Divisions of Finance and Administration & Institutional Advancement
August 2013*

Introduction

Strategic planning is an important and evolving part of UMBC's culture. In 2003, UMBC's current long-range plan – *Strategic Framework for 2016* – established two overarching goals to guide decision-making and investment:

- **Provide a distinctive undergraduate experience.**
- **Continue to build research and graduate education.**

The *Strategic Framework for 2016* also identified five focus areas for planning and investment:

- Student Body Size and Composition
- Faculty Size and Composition
- Program and Curriculum Development
- Management, Organization, and Staffing
- External Relations with Baltimore-Washington and Beyond

Since the creation of this strategic plan, UMBC has made substantial progress on both overarching goals, strengthening enrollment and success of undergraduate students while continuing to build research and graduate education. Through annual cycles of planning, budgeting, implementation, and assessment, the campus has identified and pursued priorities supporting the five focus areas established in the *Strategic Framework for 2016*. Many of these actions address objectives explicit in the plan, while others respond to emergent challenges and opportunities. Highlights of these actions, investments, and results are available in the 2013 University Retreat Data Gallery .

Focusing through Economic Challenges

Campus progress toward *Strategic Framework* goals has occurred against a backdrop of national financial events, beginning in the fall of 2008, which dramatically altered the U.S. economy and the overall fiscal climate and market for higher education. In Maryland, sharply declining State revenues led to budget reductions for the University System of Maryland and UMBC at a time of increasing demand for access to affordable public higher education.

In response to the changing economy, the President's Council and Council of Vice Presidents and Deans engaged the campus in a number of steps to protect existing strengths and continue progress in areas of greatest strategic importance. A set of principles established to guide decision-making and resource allocation gave priority to protecting the academic program and supporting students, faculty, and staff.

Within this mandate, several 3- to 5-year priorities were established to continue progress towards the long-term goals of the *Strategic Framework for 2016* and additional emerging campus priorities:

- Investing in the Academic Program
- Investing in Student Success
- Building Infrastructure for Research and Creative Activity
- Environment and Sustainability Investments
- Campus Safety, Security, and Technology Investments

UMBC's priority setting in this period was also guided by State and University System of Maryland goals of increasing college completion and enhancing research and economic competitiveness, with the understanding that substantial growth in degrees awarded, research, and technology commercialization would depend on the allocation of additional resources from State support and the flexibility to raise tuition rates by more than a nominal amount.

Multi-Year Investments

The total UMBC budget in FY 2013 was \$370 million, with State appropriations and tuition revenue comprising 52 percent. Research grants and contracts, student fees, indirect cost recovery and gift income provide additional but smaller and often less flexible revenues. A multi-year budget planning process supported by reallocation, increased tuition revenue, fundraising success, and substantial new State-supported budget growth (mainly in FY 2014) has enabled steady progress on campus priorities. Among the investments made between FY 2010 and FY 2014:

- **New tuition revenue generated by additional students, improved retention, and modest tuition increases** has grown substantially in each of the past five years, providing a total of \$16.5 million in additional funds for strategic investments.
- More than \$5.1 million has been added to the budget for **new faculty hiring** over this five year period, with increases ranging from \$390,000 in FY 2010 up to \$1.8M in FY2014. New base funding for **academic program staff and operations** has grown by \$550,000 over the five-year period.
- More than \$500,000 has been added to the **Library's base budget**.
- New base budget investments in **student success programs, supports, and financial aid** totaling \$2.8 million have been made, allowing such successful pilot programs as First-Year Experiences and course redesign to reach more students.
- **Faculty recruitment packages** totaling \$10.6 million were awarded between FY2010 and FY2013, significant one-time investments in building the campus's research capacity. In addition, base-budget investments in **infrastructure supporting research, scholarship, and**

creative activity as well as **technology commercialization** have totaled \$1.44 million. Additional non-base funding has been provided for a **Research Venture Fund** supporting faculty across all colleges.

- Base budget investments in **environmental initiatives** totaled \$344,000, primarily for new academic initiatives in this area.
- New base-budget funds for **campus safety and security**, including investments in Counseling Center staff, the Behavioral Risk Assessment Coordinating Team, and a new Employee Assistance Program have grown by \$380,000 over the five-year period.
- Finally, base-budget investments in **technology infrastructure** to complement and support other priorities have grown by \$578,000.

Altogether, the campus has invested \$11.7 million in base budget funding and \$14.5 million in one-time funds (including the \$10.6 million for faculty recruitment funding) in the State-supported budget to strategic priorities since FY2010. These investments were made after assuring that the University's essential expenses were funded, most importantly employee salaries and fringe benefits not restricted by mandated State furloughs.

[Click here for a detailed summary spreadsheet](#)

Success is Never Final

The campus's progress in building enrollment, undergraduate student success, research infrastructure, and graduate education in a time of unprecedented economic challenge attests to the commitment and entrepreneurial spirit of UMBC faculty, staff, and students. This record of achievement places UMBC in a strong position to compete for future public investment, tuition dollars, research grants and contracts, and private support. Further, the campus's experience with focused, disciplined investment in priorities provides a solid basis for preparing to implement strategies that emerge in UMBC's new long-range planning process.