

Spring 2013 Campus Strategic Planning Survey Results

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Purpose

- Strategic planning at UMBC is marked by a commitment to inclusivity and interaction. The voices of students, faculty, staff, and alumni are essential in this open and participatory process.
- The principle goals of the Strategic Planning Questionnaire were to A) determine feelings on UMBC's progress as an institution in its core areas of undergraduate and graduate education and research; B) better understand how the campus community perceives the university vision statement and overall values; C) gauge campus-wide opinion of what areas of focus to prioritize during the upcoming strategic planning process; and D) get feedback on how certain community members access information and communicate.

Methodology

- Contacted groups:

Human Resources List

Faculty: 660 (tenure, tenure-track, non-tenure)
Staff: 1,221
Graduate Assistants: 653
Total sent (e-mail): 2,534

Student Affairs List

Graduate students: 2,616
Undergraduate students: 10,428
Total sent (e-mail): 13,044

- Emails were sent to targeted groups followed by two reminders. Graduate Assistants received emails from the Human Resource and Student Affairs Lists. The survey did not allow multiple responses from the same computer.
- The survey was anonymous and open to the whole campus community. Respondents self-identified their roles.

Survey Respondents

Table A

Role	Targeted	Responded	Responded
Faculty	660	298	45.2%
Assistant Professor		45	
Associate Professor		82	
Professor		97	
Professor of the Practice		4	
Senior Lecturer		14	
Lecturer/Instructor		23	
Adjunct Faculty		7	
Research Faculty		16	
Clinical Faculty		10	
Staff	1,221	341	30.0%
Exempt Staff		232	
Non-Exempt Staff		109	
Students	13,044	962	7.4%
Graduate Student	2,616	257	9.8%
Undergraduate Student	10,428	705	6.8%
Alumni Board Member		5	
Other		36	

During your time at UMBC, how much progress do you feel the university has made toward becoming the best public research university of our size?

Table 1

	Total		Faculty		Staff		Graduate Students	Undergraduate Students
	Faculty/Staff	Students	Tenure	Non-Tenure	Exempt	Non-Exempt		
Excellent Progress	238 (12.6%)		43 (14.4%)		52 (15.3%)		26 (10.1%)	76 (10.8%)
	95 (14.9%)	102 (10.6%)	29 (12.9%)	14 (18.9%)	33 (14.3%)	19 (17.6%)		
Significant Progress	688 (36.4%)		122 (40.9%)		166 (49.0%)		73 (28.4%)	227 (32.4%)
	288 (45.2%)	300 (31.2%)	87 (38.8%)	35 (47.3%)	117 (50.6%)	49 (45.4%)		
Moderate Progress	512 (27.1%)		93 (31.2%)		84 (24.8%)		77 (30.0%)	178 (25.3%)
	177 (27.8%)	255 (26.5%)	79 (35.3%)	14 (18.9%)	63 (27.3%)	21 (19.4%)		
Little Progress	128 (6.8%)		24 (8.1%)		9 (2.7%)		20 (7.8%)	61 (8.7%)
	33 (5.2%)	81 (8.4%)	22 (9.8%)	2 (2.7%)	6 (2.6%)	3 (2.8%)		
No Progress	37 (2.0%)		2 (0.7%)		1 (0.3%)		5 (2.0%)	19 (2.7%)
	3 (0.5%)	24 (2.5%)	1 (0.4%)	1 (1.4%)	1 (0.4%)	0 (0.0%)		
Don't Know	287 (15.2%)		14 (4.7%)		27 (8.0%)		56 (21.8%)	143 (20.3%)
	41 (6.4%)	199 (20.7%)	6 (2.7%)	8 (10.8%)	11 (4.8%)	16 (14.8%)		
Total	1890 (100%)		298 (100%)		339 (100%)		257 (100%)	704 (100%)
	637 (100%)	961 (100%)	224 (100%)	74 (100%)	231 (100%)	108 (100%)		

During your time at UMBC, how much progress do you feel the university has made toward integrating research, teaching and learning, and civic engagement so that each advances the others?

Table 2

	Total		Faculty		Staff		Graduate Students	Undergraduate Students
	Faculty/ Staff	Students	Tenure	Non-Tenure	Exempt	Non-Exempt		
Excellent Progress	220 (11.7%)		27 (9.0%)		46 (13.6%)		27 (10.6%)	86 (12.2%)
	73 (11.5%)	113 (11.8%)	18 (8.0%)	9 (12.2%)	31 (13.5%)	15 (13.9%)		
Significant Progress	602 (32.0%)		89 (29.9%)		150 (44.4%)		76 (29.8%)	202 (28.7%)
	239 (37.6%)	278 (29.0%)	67 (30.0%)	22 (29.7%)	104 (45.2%)	46 (42.6%)		
Moderate Progress	587 (31.2%)		117 (39.3%)		93 (27.5%)		73 (28.6%)	205 (29.1%)
	210 (33.0%)	278 (29.0%)	86 (38.4%)	31 (41.9%)	65 (28.3%)	28 (25.9%)		
Little Progress	172 (9.1%)		47 (15.8%)		11 (3.3%)		21 (8.2%)	75 (10.7%)
	58 (9.1%)	96 (10.0%)	39 (17.4%)	8 (10.8%)	8 (3.5%)	3 (2.8%)		
No Progress	44 (2.3%)		3 (1.0%)		0 (0.0%)		6 (2.4%)	25 (3.6%)
	3 (0.5%)	31 (3.2%)	2 (0.9%)	1 (1.4%)	0 (0.0%)	0 (0.0%)		
Don't Know	259 (13.7%)		15 (5%)		38 (11.2%)		52 (20.4%)	111 (15.8%)
	53 (8.3%)	163 (17.0%)	12 (5.4%)	3 (4.1%)	22 (9.6%)	16 (14.8%)		
Total	1884 (100%)		298 (100%)		338 (100%)		255 (100%)	704 (100%)
	636 (100%)	959 (100%)	224 (100%)	74 (100%)	230 (100%)	108 (100%)		

How well does the current vision statement fit with your personal and professional goals?

Vision statement:

UMBC seeks to become the best public research university of our size by combining the traditions of the liberal arts academy, the creative intensity of the research university, and the social responsibility of the public university. We will be known for integrating research, teaching and learning, and civic engagement so that each advances the others for the benefit of society.

How well does the current vision statement fit with your personal and professional goals (continued)?

Table 3

	Total		Faculty		Staff		Graduate Students	Undergraduate Students
	Faculty/ Staff	Students	Tenure	Non-Tenure	Exempt	Non-Exempt		
Excellent Fit	498 (26.6%)		115 (39.4%)		90 (26.5%)		71 (27.7%)	159 (22.7%)
	205 (32.5%)	230 (24.1%)	84 (38.2%)	31 (43.1%)	68 (29.4%)	22 (20.4%)		
Good Fit	892 (47.6%)		121 (41.4%)		173 (51.0%)		133 (52.0%)	338 (48.4%)
	294 (46.6%)	471 (49.3%)	96 (43.6%)	25 (34.7%)	120 (51.9%)	53 (49.1%)		
Neither Good nor Bad	389 (20.8%)		50 (17.1%)		67 (19.8%)		44 (17.2%)	155 (22.2%)
	117 (18.5%)	199 (20.8%)	35 (15.9%)	15 (20.8%)	37 (16.0%)	30 (27.8%)		
Poor Fit	61 (3.3%)		5 (1.7%)		6 (1.8%)		5 (2.0%)	33 (4.7%)
	11 (1.7%)	38 (4.0%)	4 (1.8%)	1 (1.4%)	4 (1.7%)	2 (1.9%)		
Doesn't Fit	33 (1.8%)		1 (0.3%)		3 (0.9%)		3 (1.2%)	14 (2.0%)
	4 (0.6%)	17 (1.8%)	1 (0.5%)	0 (0.0%)	2 (0.9%)	1 (0.9%)		
Total	1873 (100%)		292 (100%)		339 (100%)		256 (100%)	699 (100%)
	631 (100%)	955 (100%)	220 (100%)	72 (100%)	231 (100%)	108 (100%)		

Please rate the strength of the university's performance in the following areas:

Chart 4.1

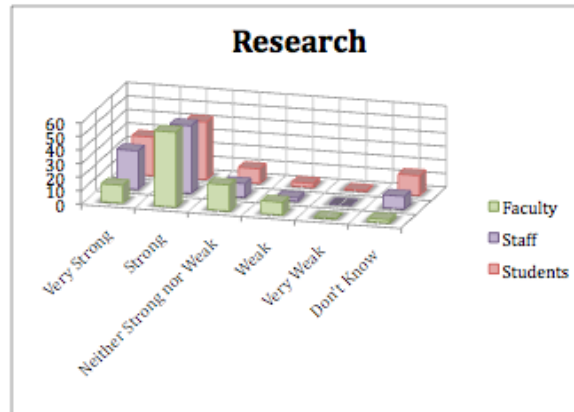


Chart 4.2

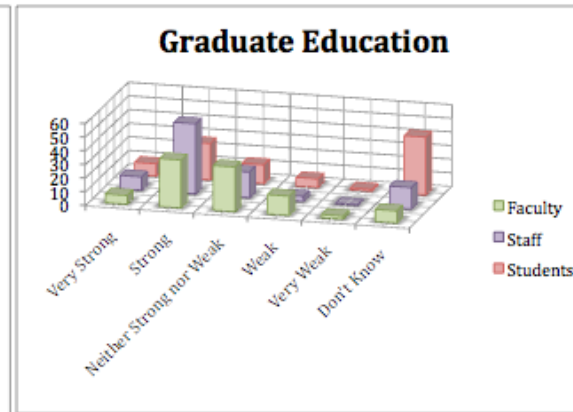


Chart 4.3

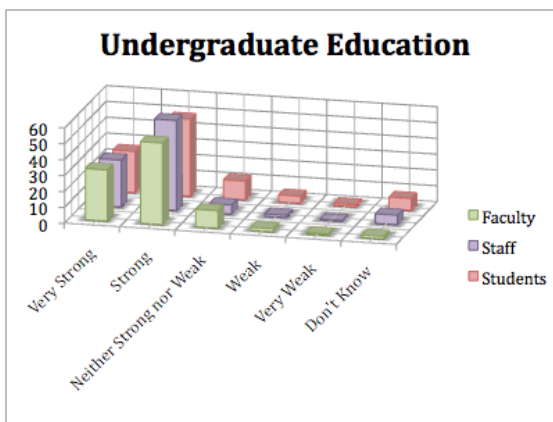


Chart 4.4

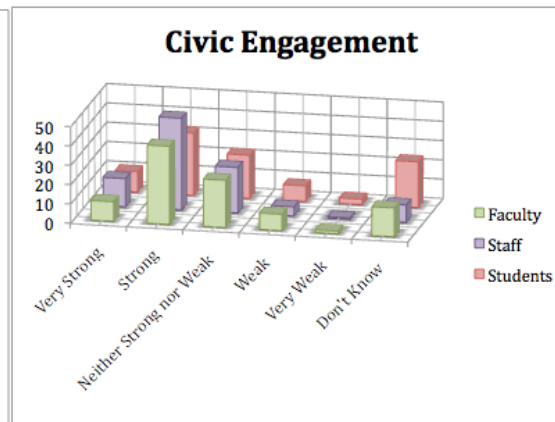
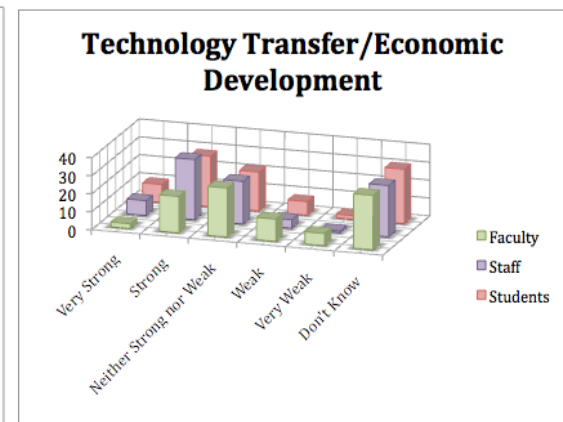


Chart 4.5



Please rate the strength of the university’s performance in the following areas (continued):

Table 4

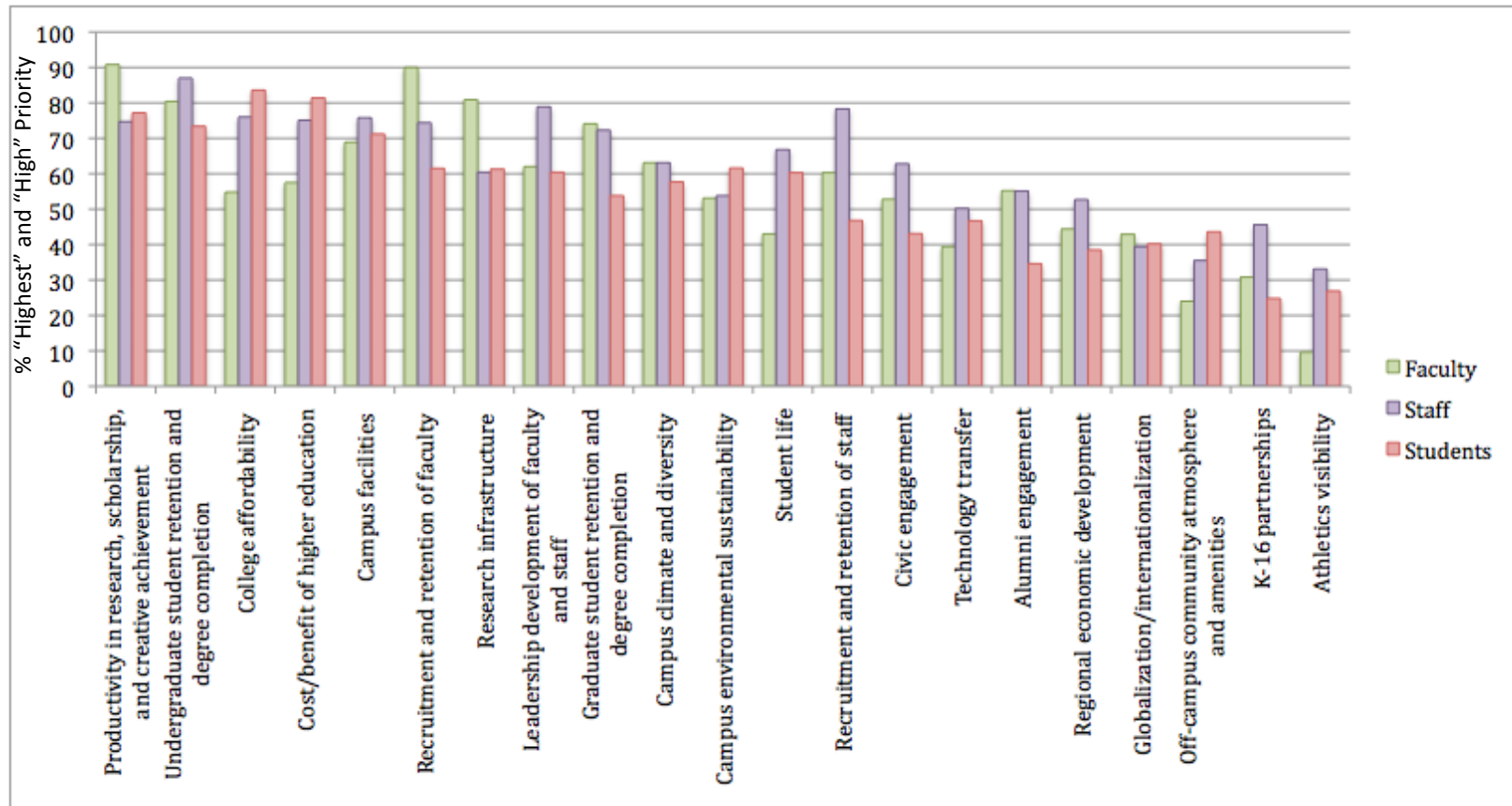
	Total	Very Strong	Strong	Neither Strong nor Weak	Weak	Very Weak	Don't Know
Research	1884 (100%)	487 (25.8%)	858 (45.5%)	230 (12.2%)	74 (3.9%)	12 (0.6%)	223 (11.8%)
Graduate Education	1878 (100%)	170 (9.1%)	628* (33.4%)	338 (18%)	133 (7.1%)	29 (1.5%)	580 (30.9%)
Undergraduate Education	1877 (100%)	523 (27.9%)	944 (50.3%)	196 (10.4%)	68 (3.6%)	17 (0.9%)	129 (6.9%)
Civic Engagement	1877 (100%)	213 (11.3%)	686 (36.5%)	436 (23.2%)	141 (7.5%)	38 (2.0%)	363 (19.3%)
Technology Transfer/Economic Development	1879 (100%)	165 (8.8%)	525 (27.9%)	433 (23.0%)	146 (7.8%)	47 (2.5%)	563** (30%)

* 57.0% of Undergraduate Students selected 'don't know' and 36.8% of Tenure Faculty selected 'neither strong nor weak.'

** 36.0% of Exempt Staff and 32.9% of Non-Tenure Faculty selected 'strong.'

Reflecting what we have learned about best practices for strategic planning, UMBC's next planning process will address 5-8 major areas of focus. Below is a list of some topics that have been raised in conversations this year with university faculty, staff, students, and alumni. Please review and indicate your sense of priorities for focus during the strategic planning process.

Chart 5



Reflecting what we have learned about best practices for strategic planning, UMBC's next planning process will address 5-8 major areas of focus. Below is a list of some topics that have been raised in conversations this year with university faculty, staff, students, and alumni. Please review and indicate your sense of priorities for focus during the strategic planning process (continued).

Table 5

	Total Rank	Total ('highest' and 'high')	Faculty Rank	Faculty ('highest' and 'high')	Staff Rank	Staff ('highest' and 'high')	Students Rank	Students ('highest' and 'high')
Productivity in research etc.	1	79.2%	1	90.8%	7	74.7%	3	77.2%
Undergrad retention	2	77.5%	4	80.4%	1	87.0%	4	73.4%
College affordability	3	76.5%	12	54.8%	4	76.0%	1	83.6%
Cost/benefit of higher ed	4	75.9%	10	57.5%	6	75.1%	2	81.4%
Campus facilities	5	72.0%	6	68.9%	5	75.8%	5	71.2%
Recruitment/retention of faculty	6	70.1%	2	90.0%	8	74.4%	7	61.5%
Research infrastructure	7	65.0%	3	80.9%	13	60.4%	8	61.3%
Leadership development of faculty and staff	8	64.9%	8	62.0%	2	78.9%	9	60.4%
Grad student retention and completion	9	61.5%	5	74.1%	9	72.3%	12	53.8%
Campus climate and diversity	10	60.3%	7	63.1%	11	63.1%	11	57.7%
Campus environmental sustainability	11	58.7%	13	53.1%	15	53.8%	6	61.6%
Student life	12	58.2%	16	43.0%	10	66.8%	10	60.3%
Recruitment and retention of staff	13	56.6%	9	60.3%	3	78.3%	13	46.8%
Civic engagement	14	49.5%	14	52.8%	12	62.8%	16	43.1%
Technology transfer	15	46.5%	18	39.4%	17	50.2%	14	46.7%
Alumni engagement	16	43.3%	11	55.2%	14	55.1%	19	34.6%
Regional economic development	17	42.9%	15	44.4%	16	52.7%	18	38.5%
Globalization/ internalization	18	40.7%	17	42.9%	19	39.4%	17	40.2%
Off-campus community atmosphere/ amenities	19	38.1%	20	24.0%	20	35.5%	15	43.6%
K-16 partnerships	20	30.4%	19	30.8%	18	45.6%	21	24.8%
Athletics visibility	21	24.9%	21	9.6%	21	33.1%	20	26.9%

- 70% and higher
- 50% to 69.9%
- 49.9% and lower

Percentages based on a combination of 'highest' and 'high' responses.

Please list any additional areas that you feel UMBC should focus on in the planning process:

- Academic Excellence (279 comments)
 - Put more emphasis on teaching
 - Train professors to be good teachers, reward good teaching
 - Pursue interdisciplinary teaching/learning
 - Incorporate the Arts and Humanities better
 - Integrate learning with research
 - Improve student/faculty ratio
 - Upgrade buildings to meet educational needs
 - Increase academic support services for students (tutoring, advising)
- Student Life (97)
 - Engage commuter, transfer, and non-traditional students
 - Provide more activities (especially on the weekends)
 - Foster school spirit
 - Improve residential life

Please list any additional areas that you feel UMBC should focus on in the planning process (continued):

- Transportation Infrastructure (82)
 - Improve parking
 - Provide shuttles (Shady Grove, Baltimore), public transportation
 - Expand on green initiatives

- Graduate Education (57)
 - Focus more on graduate education (improve rankings, recruit qualified students, more and better courses)
 - Cater to part-time graduate students
 - Improve support services (mentoring, alternative career counseling)
 - Provide more and better funding

Choose ONE word you feel best describes UMBC’s culture:

Table 7

Top Words	Total		Faculty		Staff		Graduate Students	Undergraduate Students
	Faculty/ Staff	Students	Tenure	Non-Tenure	Exempt	Non-Exempt		
Diverse	329		29		51		54	178
	80	232	17	12	34	17		
Inclusive	43		15		12		7	8
	27	15	13	2	10	2		
Academic	34		0		1		5	27
	1	32	0	0	1	0		
Innovative	28		6		15		2	4
	21	6	5	1	10	5		
Open	23		6		3		5	6
	9	11	5	1	2	1		
Nerdy	23		1		0		3	12
	1	15	1	0	0	0		
Engaged	21		7		11		1	2
	18	3	3	4	10	1		
Dynamic	19		4		7		5	2
	11	7	3	1	4	3		
Unique	18		1		4		1	12
	5	13	0	1	4	0		
Collaborative	17		3		7		0	2
	10	2	2	1	5	2		
Total	555*		72		111		83	253
	183	336	49	23	80	31		

* The top words capture 41.3% of all responses. Among the various groups, the top words are captured as follows: Tenure Track 27.5%, Non-Tenure Track 40.4%, Exempt Staff 41.2%, Non-Exempt Staff 37.4%, Graduate Students 44.1%, Undergraduate Students 42.8%.

Please share any additional thoughts or comments you have about planning for UMBC's future:

- Student Life
 - More emphasis on on-campus students/campus community/school spirit (27 comments)
 - “Studying and education are important, but when you are looking for that break and all you can actually do is more studying, the community is gone.”
 - “There’s no ‘UMBC’, only different students.”
 - Reach out to transfer/online/commuter/grad students more (9)
 - Hold more evening events, support the transition process better, make advising process more transparent
 - Better integration of athletics into campus culture (7)
 - Better integration between Shady Grove and main campus (6)
 - Improve transportation (e.g., Baltimore City, nearby universities, satellite parking shuttles on weekends, YMCA) (6)
 - Need town center in the area (5)

Please share any additional thoughts or comments you have about planning for UMBC's future (continued):

- Teaching and Learning
 - More focus on the humanities and social sciences (21)
 - “The building might be new, but the arts and humanities program is not up to par.”
 - “We must resist the pressures toward de-skilling and becoming educational technicians in a corporatized and glorified trade school.”
 - Improve teaching (20)
 - Move away from PowerPoints/lectures and focus on innovative teaching (9)
 - Focus on faculty retention/better pay/more funding for research/better balance of teaching, research, and service (18)
 - Focus more on graduate education (e.g., funding, support, program prominence) (15)
 - “The morale of graduate students is extremely low on campus due to the perceived priority given to undergraduate education.”
 - Better job preparation (e.g., more programs, more internships) (12)
 - Focus more on student retention (e.g., more seminars) (7)

Please share any additional thoughts or comments you have about planning for UMBC's future (continued):

- Infrastructure
 - Renovate buildings/equipment/facilities/RAC/classrooms/bathrooms (31)
 - Provide more and closer parking (11)
 - Provide better on- and off-campus housing (6)
- Civic Engagement and Community Building
 - Need more community outreach (13)
 - Need “‘direct’ engagement with the most serious problems affecting Baltimore City.”
 - Improve shared governance (e.g., more focused planning, communication, faculty input) (8)
- Human Resources
 - Provide staff advancement, retention, training opportunities/adequate pay, staffing (15)
 - “There is no career ladder...We're just here standing by the sidelines.”
 - Need better customer service from staff/administration (13)
 - Have great university leadership, but need to think about succession (5)
 - Assure that Dean and Department Chair positions are filled with most qualified personnel (4)
- Identity
 - Need to better separate from UMD/advertise better (11)
 - Focus more on core mission and values (9)

Years at UMBC:

Table 10

	Total	Faculty		Staff		Graduate Students	Undergraduate Students
		Tenure	Non-Tenure	Exempt	Non-Exempt		
Less than one year	231 (14.1%)	13 (4.4%)		24 (7.1%)		45 (17.6%)	145 (20.7%)
		9 (4.1%)	4 (5.6%)	15 (6.6%)	9 (8.3%)		
1-5 years	868 (53.0%)	57 (19.4%)		98 (29.0%)		156 (61.2%)	535 (76.4%)
		40 (18.0%)	17 (23.6%)	62 (27.1%)	36 (33.0%)		
6-10 years	201 (12.3%)	55 (18.7%)		79 (23.4%)		47 (18.4%)	15 (2.1%)
		37 (16.7%)	18 (25.0%)	58 (25.3%)	21 (19.3%)		
11-20 years	191 (11.7%)	90 (30.6%)		86 (25.4%)		5 (2.0%)	1 (0.1%)
		68 (30.6%)	22 (30.6%)	60 (26.2%)	26 (23.9%)		
More than 20 years	146 (8.9%)	79 (26.9%)		51 (15.1%)		2 (0.8%)	4 (0.6%)
		68 (30.6%)	11 (15.3%)	34 (14.8%)	17 (15.6%)		
Total	1837 (100%)	294 (100%)		338 (100%)		255 (100%)	700 (100%)
		222 (100%)	72 (100%)	229 (100%)	109 (100%)		