

DRAFT FOR CAMPUS DISCUSSION

Vision Elements and Focus Areas Under Consideration

UMBC Strategic Planning Steering Committee

Fall 2013

STRATEGIC PLANNING STEERING COMMITTEE

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Role of vision in our planning process

The [Guiding Principles](#) established by the campus for UMBC's strategic planning process call for a process rooted in reflection on UMBC's mission, vision, values, and goals.

The [shared vocabulary](#) developed to support the planning process defines "vision" as ***a statement of UMBC's aspirations providing guidance for strategic planning.***

VISION BACKGROUND

Consideration of UMBC's current vision statement (below) has been a prominent part of early planning communications and dialogue.

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.

- A spring 2013 Campus Planning Survey asked faculty, staff, and students: "How well does the current vision statement fit with your personal and professional goals?" Eighty percent of faculty and 76 percent of staff responded "excellent" or "good" fit. Among students, 71 percent of undergraduates and 79 percent of graduate students reported "excellent" or "good" fit.
- Nearly 200 faculty, staff, student, and alumni participants at the 2013 University Retreat this past August also discussed the role of vision, focusing on vision as a driver for moving the University from "Up and Coming" to "Best in Class." Innovation, engagement, collaborations, and name recognition were identified as important drivers to reflect in a forward-looking vision statement.
- At its inaugural meeting August 21, the Strategic Planning Steering Committee identified several elements of the current vision statement that support our aspirations: "Combining the traditions of the liberal arts academy, the creative intensity of the research university, and the social responsibility of the public university." However, the group also identified a number of additional concepts that should be included to inspire the campus to the next level of success. These included: excellence, reflection of our unique culture, environmental responsibility, and a need to define our performance by quality rather than size.
- At a Strategic Planning Leadership Retreat October 10, the Strategic Planning Steering Committee and the Council of Vice Presidents and Deans further explored vision elements. Among the highlights of this discussion:
 - While accurately reflecting UMBC's values, the current vision statement is too comfortable and conservative. An effective vision statement should be aspirational, provocative, and challenging.
 - We should continue to strive to be a model for other public universities
 - Diversity, inclusiveness, and excellence continue to be important vision elements.
 - Creativity is so fundamental to UMBC that it should be a noun, not an adjective.
 - Vision statement should make clear that we value all forms of knowledge and inquiry.

VISION LANGUAGE ELEMENTS

At its second meeting on October 15, the Strategic Planning Steering Committee discussed language elements that might be included in a revised vision statement. Participants in this meeting agreed that a vision statement should speak to what the campus has achieved **and** where we are going.

Vision elements identified by participating committee members include:

Integrating teaching, learning, research, and civic agency

Traditions of the liberal arts academy, creative intensity of the research university, and social responsibility of the public university

Bold, dynamic model of inclusive excellence

Re-imagining teaching, learning, and research

Re-imagining the role of the public research university

Enduring commitment to diversity, inclusiveness, and social justice

Drawing on all forms of intellectual inquiry

Intensive creativity

NEXT STEPS IN VISION DEVELOPMENT

Vision language elements are being discussed through the fall semester in a variety of shared governance, college, division, and focus group meetings. This additional input will be used by the Strategic Planning Steering Committee to develop and approve a formal vision statement to guide the planning process.

Role of focus areas in our planning process

Focus areas are drivers of success – ***fundamental or distinctive elements vital for achieving UMBC's vision***. Development of strategic goals, objectives, and metrics for defined focus areas is the central work of our planning process and five to eight Strategy Groups composed of faculty, staff, students, alumni, and other stakeholders will be appointed by the Steering Committee to accomplish this.

The spring Campus Planning Survey, University Retreat Discussions, and Strategic Planning Steering Committee discussions have identified a number of criteria for selecting focus areas:

- Potential to be transformative
- Connects to the purpose of higher education
- Relevant beyond UMBC
- Broadly engages the campus and our external stakeholders
- People can see themselves and their work in it
- Cross-organizational, cross-functional
- Broad impact
- Cultivates distinctive identity
- Tangible/measurable impact
- Addresses USM, State, national, global challenges
- Responsive to concerns of campus constituents
- Offers lever for progress
- Builds on existing strengths or strengthens existing weaknesses

The Strategic Planning Steering Committee has also defined considerations to include in the charges of each Strategy Group, regardless of focus area:

- Align with UMBC mission and values
- Align with USM, State, national priorities and global opportunities
- Imagine the possibilities of who we can become
- Define excellence in the particular focus area
- Identify opportunities for collective impact on campus and beyond
- Identify opportunities for external support
- Identify cross-cutting opportunities and synergies within campus and with UMB
- Consider impact on brand and reputation

Focus areas under consideration

The Strategic Planning Steering Committee has drawn upon input from the Campus Planning Survey and University Retreat discussions to generate a preliminary list of focus areas under consideration. Following campus discussion of this list in a variety of meetings and focus groups through the fall, the Steering Committee will finalize five to eight focus areas and charge Strategy Groups to establish strategic goals, objectives, and metrics for each. Focus areas currently under consideration include:

Model Inclusive Excellence in
The Student Experience

Academic & co-curricular
Student success
Culture & traditions
Integrate global perspectives & experiences
Athletics
Campus life
Building community across all careers & areas of intellectual
interest

Lead Innovation in Curriculum
& Pedagogy

Define goals for high-quality, distinctive, integrated
teaching, learning & research
Curriculum/pedagogy that changes to meet new needs
Principles & capacity for assessing innovation
UMBC - the institution - as an agent of change
Leveraging co-curricular & experiential learning, civic
engagement & undergraduate learning
Integrate global perspectives and experiences

Advance Research, Scholarship &
Creative Activity to the Next Level
Throughout the Campus

Role of research faculty
Role of graduate education
How research enhances student experience
Shared facilities: capacity & sustainability
Research infrastructure: space, resources, proposal
development support

	<p>Strategies to build on existing strengths</p> <p>Focused hiring: interest in innovation in scholarship</p> <p>Global scope</p> <p>Principles for evaluating & planning how we move forward (Carnegie Classification costs, areas of investment, capacity to incubate early stage research & collaborative activities)</p>
Align the Academic Program & Faculty Profile	<p>Principles for type & balance of faculty</p> <p>Hiring & development plan aligned with vision</p> <p>Faculty diversity</p> <p>Faculty development</p>
Strengthen Campus Identity & Community	<p>Define immediate & extended UMBC community</p> <p>Identify the core values of the direct community</p> <p>Improve experiences of individuals engaged in community</p> <p>Frame strategies to ensure the continued health & evolution of the institution</p>
Invest in Faculty & Staff	<p>Action plans linked to programmatic plans</p> <p>Professional development</p> <p>Leadership development & succession</p> <p>High performance culture</p> <p>Recruitment/retention</p> <p>Wellness</p> <p>Campus climate</p>
Extended Connection & Engagement	<p>Strategies to build UMBC community</p> <p>Engagement across external communities</p> <p>K-12 partnerships to grow pipeline of well-prepared students</p> <p>Social justice</p> <p>Alumni relations & development</p>
Partnerships	<p>Internal</p> <p>External – social justice/our place in the world</p>
Economic Development	<p>Technology transfer</p> <p>Corporate partnerships</p> <p>Workforce development</p> <p>Creating companies & jobs</p> <p>Raising awareness</p>
<i>Cross-cutting Supports</i>	
Environment & Sustainability	<p>Climate commitment & goals</p> <p>Engaging campus community</p> <p>Research & curricular connections</p>

Infrastructure & Resources	Fundraising & resource development Facilities Space utilization Efficient, effective, cross-cutting business processes Frame the tools, services & capacity vital to success Align with other focus areas to match infrastructure with higher level goals
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NEXT STEPS FOR FOCUS AREA SELECTION

The Strategic Planning Steering Committee seeks broad campus input about the focus areas under consideration, including:

- Fit with criteria for focus area selection established in prior campus discussions (*noted above on page 5*)
- Enhanced descriptive language for focus area topics
- Opportunities to combine or align suggested focus areas
- Definition of scope within focus areas
- Identification of additional focus area topics or scope