

ADMINISTRATION & FINANCE STRATEGIC PLAN



EXECUTIVE SUMMARY

WELCOME FROM THE SENIOR VICE PRESIDENT

Calendar years 2020 and 2021 had an indelible impact on our Administration and Finance (A&F) team members. We learned how resilient we are as individuals and as a collective group. Through it all A&F continued to support our university community as the operational backbone whether from on campus or teleworking. Priorities changed, and out of necessity we became more innovative and committed to delivering services in new ways. As dedicated to the university as we are, we also learned the importance of placing more emphasis on our own well-being, both physical and mental. Armed with rededication to service excellence, a spirit of smart risk taking, and empowered by our own resiliency, we launched the A&F FY 2022-26 Strategic Planning Process. I am immensely proud of the communal effort by which the strategic plan was developed and this final report.



In our strategic plan, we challenged ourselves to bring UMB's core values and the A&F Guiding Principles to life. Our guiding principles are composed of the four UMB Core Values sets, and an additional value set of service excellence and accountability that provides the foundation for our day-to-day interactions. We like to say we became WISER with the development of our Guiding Principles:

- W**ell-being and Sustainability
- I**nnovation and Discovery
- S**ervice Excellence and Accountability
- E**quity and Justice
- R**espect and Integrity

We dared ourselves, using our combined talents, to go after ambitious goals that will help UMB fulfill the desired outcomes related to the six UMB strategic plan themes. We reflected on our strengths and acknowledged our weaknesses, allowing us to focus on outcomes where we could be most impactful. You will find more than 50 outcome-related goals that we seek to accomplish in the next four years. Completing the strategic plan was a satisfying accomplishment. We know and accept that we have set a course for ourselves that will require tremendous yet targeted efforts.

I close by saying I truly enjoy my service as the Senior Vice President for Administration and Finance. My passion is ignited every day in some way. I am awed by the team of A&F. In our respective departments, we accomplish monumental amounts of work each year. We have opportunities for improvement, and we do not shy away from that fact. I take joy in knowing that I am joined by others in A&F that are dedicated to the UMB campus community and who seek to foster partnerships and deliver outstanding service and innovative business solutions one interaction at a time.

Respectfully,

Dawn M. Rhodes, DBA

Senior Vice President & Chief Business and Finance Officer

ADMINISTRATION & FINANCE

WHAT WE DO

A&F provides services essential to making the UMB global enterprise run. These include recruiting, developing and retaining talent; building and operating facilities and infrastructure; acquiring resources and services; and providing financial and management support services. Our team is composed of professionals from diverse backgrounds in areas such as human resources, public safety, emergency management, safety and health, fire protection, sustainability, engineering, facilities and operations, environmental services, parking and transportation, international operations, budget and finance, accounting, procurement, auxiliary services, and compliance. Our team leverages its broad set of skills and experience to provide services critical to UMB achieving its mission: *“to improve the human condition and serve the public good of Maryland and society at-large through education, research, clinical care, and service.”*

VISION: *a team of diverse and motivated professionals fostering partnerships, delivering outstanding service and innovative business solutions one interaction at a time.*

MISSION: *to deliver exceptional service to the University community through professionalism, stewardship, and leadership one interaction at a time.*

UMB’s core values were integrated with A&F’s mission and vision to provide exceptional customer service to develop a set of guiding principles we refer to as WISER. Our team aspires to live by these guiding principles to make UMB an institution that we all can take pride in, one that generates job satisfaction, and one that will be better poised to improve the human condition and serve the public good.

GUIDING PRINCIPLES - WISER

- W - Well-Being and Sustainability:** I will ensure that I am a good steward of resources by promoting the health and well-being of myself, society, and the environment. I want to meet the needs of the present without compromising the future.
- I - Innovation and Discovery:** I will learn, adapt, and reimagine processes that will drive creative change. I will take prudent risks to continuously discover more effective and efficient solutions to meet university goals. I am committed to communication and collaboration to break down silos.
- S - Service Excellence and Accountability:** I will provide reliable and professional services to meet the needs of our University community. I will embrace a solutions-oriented approach one customer interaction at a time. I will take ownership of my mistakes and their implications.
- E - Equity and Justice:** I will strive to foster a culture of inclusiveness, diversity, and fairness. I am committed to growing my knowledge of inequities and injustices. I will support equitable opportunities across our community.
- R - Respect and Integrity:** I will treat everyone in a dignified and civil manner. I will listen to, value, and consider the opinions of others. I will strive to do the right thing, even in the face of adversity.

HISTORY & CONTEXT

The 2022-2026 Administration and Finance strategic planning process involved a logical and engaging process that involved all units within the A&F division (87 different employees at various levels of the division) and also our key campus stakeholders through two separate surveys, one to each group. Led by Dr. Dawn Rhodes, Senior Vice President and Chief Business and Finance Officer and Karen Park, Chief of Staff and Director of Strategic Projects, the A&F strategic planning process also focused on developing goals and underlying metrics, focusing on strategic outcomes that would meaningfully contribute to the future of UMB

After eight (8) meetings over the course of eleven (11) months and two sets of survey data, the A&F strategic plan narrowed its focus from the twenty-six (26) original strategic outcomes, developed by the UMB strategic planning committee lead by Drs. Postmus and Ward, down to 20 strategic outcomes. From these 20 outcomes, the focus of the 2022-2026 A&F Strategic Plan was narrowed down to concentrate on 16 strategic outcomes, based on the survey results from both A&F employees and stakeholders for the 2022-2026 A&F Strategic Plan. Finally, these 16 outcomes were ranked and prioritized to develop 57 goals for the Strategic Plan.



HISTORY: A&F UNITS

The 2022-2026 Administration and Finance strategic planning process followed the expansion of the division during the previous strategic plan cycle (2017-2021). During the previous five years, the following units were added to or were significantly expanded within A&F:

- Department of Public Safety – added in March 2018 – led by Police Chief Tom Leone
- Human Resources – added in February 2020 – led by Malika Monger, Associate Vice President and Chief Human Resources Officer
- Office of Emergency Management – added in May 2018 – led by Jon Bratt, Executive Director
- International Affiliate Support (expanded and will become the International Operations Office in FY23)

These units join the following units to comprise the division of Administration and Finance (A&F):

- Facilities and Operations, led by Nazanin Fouladi, Associate Vice President
- Finance and Auxiliary Services, led by Scott Bitner, Vice President and Deputy Chief Business Officer
- Office of the Senior Vice President, led by Karen Park, Chief of Staff and Director of Strategic Projects
- Real Estate, Planning, and Space Management, led by Luke Mowbray, Director

During FY22, Sponsored Projects Accounting and Compliance (SPAC), which is led by Laura Scarantino, Assistant Vice President, was restructured into Finance and Auxiliary Services.

PUBLIC SAFETY

FACILITIES AND OPERATIONS

OFFICE OF THE SENIOR VICE PRESIDENT

INTERNATIONAL OPERATIONS

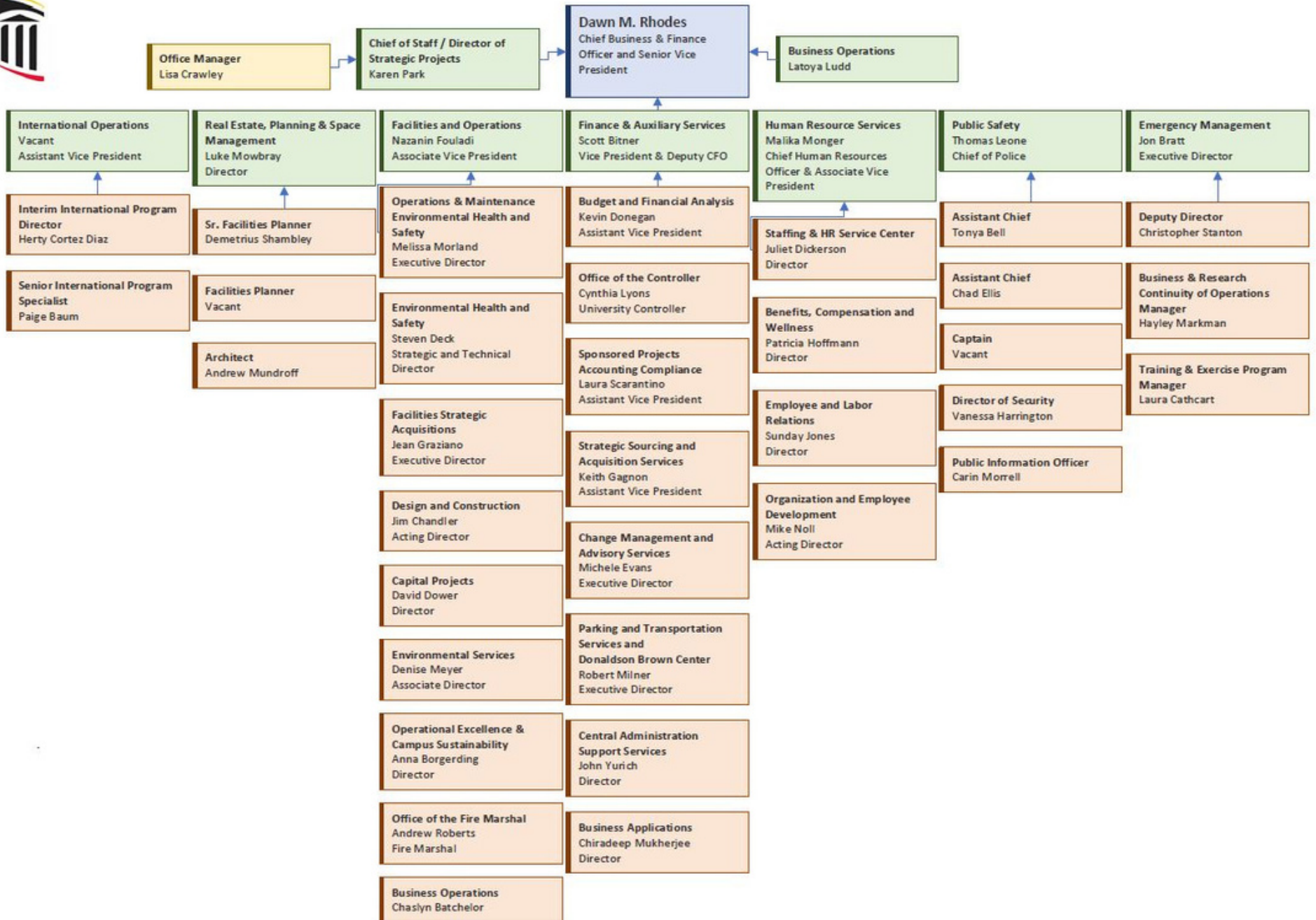
EMERGENCY MANAGEMENT

HUMAN RESOURCES

REAL ESTATE, PLANNING & SPACE MANAGEMENT

FINANCE & AUXILIARY SERVICES

A&F ORGANIZATIONAL CHART



THE A&F STRATEGIC PLANNING PROCESS, 2022 - 2026



Meeting Date	Meeting Description	Meeting Objectives
July 2021	Core Values: Part 1	<ul style="list-style-type: none"> Review of current A&F Guiding Principles Review of NEW UMB Core Values Pairs Review of Carryover goals from 2021-2017 cycle New A&F Core Value for Service Excellence
August 2021	Core Values: Part 2	<ul style="list-style-type: none"> Review of proposed changes to A&F Mission statement Discussion of proposed Core Values Changes Review of Strategic Outcomes by Theme (Community Partnership/Collaboration and Global Engagement/Education) Identify strategic outcomes by theme
October 2021	Outcomes Part 1: Identify	<ul style="list-style-type: none"> Review of remaining UMB Strategic Themes: Accountability/Integration of Core Values, Innovation/Reimagination, Student Growth/Success, University Culture/Engagement/Belonging Identified 5 groups of 3 volunteers to author Guiding Principles to define the Guiding Principles
November 2021	Outcomes Part 2: Validate	<ul style="list-style-type: none"> Group presentations of Guiding Principles definitions Group break-out to discuss Guiding Principle definitions Group Vote on agreement of Guiding Principles definitions Review of strategic plan survey results to A&F employees Identified UMB campus stakeholders to receive the A&F survey on the 16 Strategic Outcomes
January 2022	Outcomes Part 3: Validate, Goals Prep	<ul style="list-style-type: none"> Final presentation of Guiding Principles language, with Leadership Survey results being presented Review of Stakeholder survey results, comparison to A&F survey data Break-out meetings by AVP areas to discuss the data results and brainstorm unit and inter-disciplinary projects by Outcome
March 2, 2022	Outcomes Part 4: Goals Prep, Prioritization	<ul style="list-style-type: none"> Overview of SMART goal components Group break-out by AVP area <ul style="list-style-type: none"> Discuss unit-specific and inter-disciplinary projects by outcome Consider metrics Identify no more than 5 goals with metrics for each area
March 23, 2022	Finalize Goals: Part 1	<ul style="list-style-type: none"> Presentation by AVP of their unit-specific goals Identify volunteers to write the strategic plan document
April 26, 2022	Finalize Goals: Part 2	<ul style="list-style-type: none"> Continue review of new 2022-2026 goals Review of goals that needed editing from March 23rd meeting Review of carryover goals from 2017-2021 strategic plan cycle
April 2022 Follow-Up	Risk Factor Assignments	<ul style="list-style-type: none"> One of thirteen (13) primary risk factors is to be considered for each goal created

THEME: ACCOUNTABILITY & INTEGRATION OF CORE VALUES



STRATEGIC OUTCOMES

- 1** UMB leadership demonstrates their commitment to the Core Values and expects fellow leadership, faculty, staff, and students to hold the University's senior leaders accountable to those Core Values.
- 2** UMB has a clearly articulated group of behavioral expectations related to each Core Value set to which faculty, staff, students, and University leaders are held accountable.
- 3** UMB operationalizes the Core Values in each school and administrative unit through activities including talent management, employee development and empowerment, and enhancements to student learning and experiences.

GOALS

Have direct reports and colleagues evaluate A&F leaders, with management responsibility and above, on their demonstration of operationalizing the Guiding Principles as evidenced in their day-to-day behaviors. [OSVP]

Change Management and Advisory Services (CMAS) will incorporate core values language and behavioral expectations into reviews and communications to demonstrate our commitment to accountability. [F&AS]

Define the Guiding Principles and associated behaviors and ensure these are implemented throughout A&F. Identify a communication plan and division-wide activities that will prioritize these behaviors. [OSVP]

Develop and implement a comprehensive safety-training program for laboratory managers and research coordinators. [F&O]

Every "leader" will operationalize the Guiding Principles in a written plan. Every "leader" will implement these plans and be held accountable to these plans. [OSVP]

Create internal guidelines for department to serve as a compass for guiding the staff in performing their duties. [F&AS]

The International Operations department will recruit personnel that historically exemplify the guiding principles. [IO]

Implement annual training and development programs that address departmental and organizational training objectives, ensuring integration of UMB's core values. [HRS]



THEME: UNIVERSITY CULTURE, ENGAGEMENT, AND BELONGING

STRATEGIC OUTCOMES

1

UMB is inclusive and actively seeks input from stakeholders at all levels and all backgrounds when identifying opportunities, planning and setting goals, and making decisions.

2

UMB actively recruits, retains, supports, and advances diverse students, faculty, and staff, demonstrating a commitment to our Core Values of Equity and Justice.

GOALS

Real Estate, Planning, and Space Management (REPSM) will interview and collect input from every School and administrative unit to develop the Facilities Master Plan and determine capital project priorities. [REPSM]

CMAS will further develop the Change Management Network to serve as a representative and collaborative resource for informing Quantum (Financials/HR) system end users and gathering their feedback on overall system improvements. [F&AS]

Clearly define stakeholder services we provide. Work with departmental change champions to collaborate regarding Sponsored Projects Accounting Compliance's (SPAC) services and procedures and communicate the outcomes of said collaborations to campus. Publish best practices, expectations, and timelines for post-award activities. Collaborate with other comparable Universities on post-award to identify areas for improvement within post-award. [F&AS]

Create a Diversity, Equity, and Inclusion (DEI) strategic plan for A&F. [OSVP]

Collaborate with University partners to create a standard unconscious bias training program for all A&F employees involved in the hiring process (supervisors, hiring managers, interview participants). [OSVP]

All A&F employees will participate in unconscious bias training. [OSVP]

Recruit and retain a diverse workforce committed to UMB's Core Values by ensuring competitive salary and benefits, providing opportunities for training and advancement, and promoting a positive workplace culture, with a fully staffed department by July 2023. [PS]

Strengthen efforts to recruit and retain a diverse workforce by assessing and implementing competitive compensation strategies. (HRS) Effective communication between recruitment partners. Implement innovative recruitment and retention strategies. Enhancement and implementation of onboarding across Facilities and Operations. [F&O]



THEME: UNIVERSITY CULTURE, ENGAGEMENT, AND BELONGING

STRATEGIC OUTCOMES

3 UMB provides professional and educational programs and initiatives that build capacity, equity, and respect, and support the well-being, sense of belonging, and success of all members of the University community.

4 UMB communicates in a manner that is empowering, inclusive, and demonstrates cultural humility.

GOALS

Strengthen employee onboarding and offboarding process. [HRS]

Develop UMB Future of Work strategies that support flexible work arrangements and schedules to address the current and future needs of the workforce. [HRS]

Coordinate semi-annual DEI events that incorporate elements of diversity, equity, and inclusion across the division. [OSVP]

Increase and improve communication and customer service through improved electronic means both internally within F&O and external. Specific: Review current e-communication (websites, newsletters), Update or develop improved electronic communication (revamp forms, FAQs, important dates), Develop feedback methods. [F&O]

Develop and sustain consistent public safety communications with the UMB community to build resiliency and increase knowledge of departmental initiatives and resources by 15 percent over current subscriber base (from public safety survey responses earlier this year). [PS]

The A&F Customer Service Program - Service with Excellence: One Interaction at a Time - will be implemented and monitored for sustainability and improvement. [OSVP]

Strengthen internal and external communication and customer service to ensure greater support, consistency, and transparency. [HRS]





STRATEGIC OUTCOME

1

UMB promotes the use of applicable new technologies and data-driven analytics, promoting student success, groundbreaking discoveries, employee productivity, and administrative effectiveness.

GOALS

Collaboratively update the A&F website to be accurate, personalized, and professional-looking. Establish structure that allows for easy access of unit-specific information and who to go to for the information they need (limit the # of keystrokes to access info). Strive to create standard templates, branding/theme for layout. Utilize existing A&F unit updates to evaluate pathway for updating web content. All units to connect with stakeholders to identify needs via focus groups or survey. [OSVP]

Revamp the Small Business Reserve (SBR) and Minority Business Enterprise (MBE) reporting processes to be more efficient including: 1) working on interface to ingest Maryland Department of Transportation (MDOT) data for reporting, 2) adding codes in Quantum Financials to identify whether a Purchase Order (PO) has a MBE subcontracting plan, 3) adding commodity codes to include United Nations Standard Products and Services Code (UNSPSC) taxonomy, and 4) use of eForms for submitting data, routing for approval, and capturing information in a database for reporting. Includes exploring whether data can be captured in Analytics to inform the campus on actual spending and opportunities with SBR/MBE vendors. [F&AS]

In conjunction with the implementation of the Oracle Human Capital Management (HCM) system we may be required to upgrade Quantum Planning Budgeting (QP) system to Enterprise Planning Management (EPM) system which includes integration with position control functionality (BFA). [F&AS]

Work with Analytics and Student Enterprise Resource Planning (ERP) to transition Banner data to real time reporting in Quantum Analytics. [F&AS]

OOTC and CMAS will create functional job aids and workshops related to policies and procedures including creating a library for quick reference. [F&AS]

Parking and Transportation Services (PTS) Installation of a new PARCS's (Parking Automated Control System) to improve the use of technology and efficiency to provide our campus users groups (Students, Faculty/Staff, Patients, Visitors, etc.) the best customer experience. [F&AS]

In partnership with CITS, continue to focus on the reporting and analytics capabilities within Quantum Analytics, single enterprise-wide reporting system. This includes enhancing the reporting and analytics in support of Financials, Sponsored Programs and Banner as well as developing reporting and analytics around new systems including HCM, SAP Concur Travel and Expense, and capturing key information residing within Facilities. [F&AS]

Convert all lightbulbs to LEDs to increase campus resiliency and reduce energy consumption. [F&O]

Reevaluate and define standards and specifications for design, construction, renovations, uniformity for operations, maintenance, procurement, and sustainability. [F&O]

Utilize technology to enhance campus safety. Create educational and awareness initiatives of the new technology. Create training programs on the use of that technology. [PS]

Clearly define and rewrite current policies and procedures. Encouraging feedback from the schools so that we can clearly define SPAC/campus community information expectations. [F&AS]

Implementation of procurement contract management software for CFSA and SSAS. [F&O]

Design and implement an Oracle Human Capital Management (HR/Payroll) cloud system. Includes implementation of position control functionality. Includes HR functionality. [HRS]

Streamline all recycling waste streams, and convert all campus buildings to a self-service waste model by 2026. [F&O]

Partner with Chief Diversity Officer and Assistant Vice President of Data Analytics to develop data metric reports and dashboards to assist departments with informed strategic decision making and to evaluate effectiveness. [HRS]

Increase SPAC's presence. Utilize technology to develop standard practices to educate campus on post-award management in order to increase SPAC's presence. This includes redeveloping website as a learning tool for the campus. [F&AS]

Staff Training & Error Reduction. Utilize technology to develop standardized and measurable learning experiences, which will become the basis for developing online training. [F&AS]

REPSM will gather quantitative and qualitative data for Facilities Master Planning, facilities project planning, and real estate transactions in order to scope projects correctly and meet client needs. REPSM will develop questionnaires for different project types to assist clients in identifying their space needs while also considering obstacles. [REPSM]

Lead the Funding Model Workgroup (FMWG) in the identification of duplication across schools, and between schools and administration, and collaboratively explore possibilities for producing quality services with different delivery models that will mitigate duplication and provide savings to the schools. This includes following up on the status and outcomes of prior recommendations and sharing knowledge gained by the FMWG to date with new Deans. [F&AS]

Implement SAP Concur cloud travel system. [F&AS]



THEME: COMMUNITY PARTNERSHIP AND COLLABORATION

STRATEGIC OUTCOMES

1 UMB becomes a trusted partner and resource as we learn from the history of our own institution and further build relationships with our neighbors in West Baltimore and across Maryland.

2 UMB honors, acknowledges, and values community sovereignty and the wisdom of our neighbors and actively integrates the knowledge, experience, and expertise of community members to measure and document the impact of UMB's health, legal, social, and economic development programs.

GOALS

SSAS and CFAS will initiate a robust community outreach program within West Baltimore in consulting with Equity, Diversity, and Inclusion (EDI), Community Engagement Center (CEC), School of Social Work, and support from OOTC. SSAS will leverage data analytics to identify the type of commodities and services being purchased by departments across UMB to make information available externally. In addition, SSAS will publish internally all registered small businesses and minority businesses and their corresponding commodity and/or service. [F&AS]

A&F units will support volunteerism, community engagement, and giving back to the Baltimore community. A&F personnel will join and/or maintain memberships in community or neighborhood associations and will actively engage with neighboring institutions, property owners, and community groups in the development of projects that impact the broader West Baltimore community. [OSVP]

Work collaboratively with the University of Maryland School of Social Work, and other local and state partners, from Fall 2021 through 2026 and beyond to provide a safe and healthy environment to the Eutaw Street corridor through community outreach and healing centered policing initiatives. [PS]

Expand Live Near Your Work (LNYW) catchment zones into neighborhoods where UMB is an anchor institution. [OSVP]

Target a total of 150 LNYW homebuyers by the end of FY27. [OSVP]

Re-evaluate the LNYW program incentive structure. [OSVP]

Evaluate how the LNYW program can influence the development and promotion of amenities in program neighborhoods and implement recommended plans. [OSVP]

THEME: GLOBAL ENGAGEMENT AND EDUCATION

STRATEGIC OUTCOMES

1 UMB is committed to and promotes interdisciplinary, innovative, equitable, and sustainable solutions to domestic and global challenges.

GOALS

UMB will build and sustain a comprehensive emergency management program that meets or exceeds internationally accepted standards as set by the Emergency Management Accreditation Program (EMAP) and the American National Standard Institute (ANSI) by December of 2024. [OEM]



2 UMB provides enhanced operational support and a knowledge platform with which the schools and functional units align their programs and processes to develop global collaborations, track global activities, and share successes.

Establish a UMB International Risk Management Program with the Office of Enterprise Risk Management (ERM) and the Office of Emergency Management. [IO]

Global Hub to implement modified UMB international travel policy & procedures with Administration & Finance. [IO]

Collaborate with ERM to perform an international insurance assessment. [IO]

Perform international operational assessments to identify areas of collaboration and develop a work plan for efficiency for international activities. [IO]

Use operations assessments to develop international operations guides and resources for the UMB community on the 3 new global-focused websites. [IO]

ACRONYMS AND ABBREVIATIONS



A&F	Administration and Finance
AVP	Associate Vice President
BFA	Budget and Financial Analysis
CASS	Central Administration Support Services
CEC	Community Engagement Center
CFSA	Construction and Facilities Strategic Acquisitions
CITS	Center for Information Technology Services
CMAS	Change Management and Advisory Services
EDI	Office of Equity, Diversity, and Inclusion
EHS	Environmental Health and Safety
EPM	Enterprise Planning Management
ERP	Enterprise Resource Planning
EVS	Environmental Services
F&AS	Finance and Auxiliary Services
F&O	Facilities and Operations
FMWG	Funding Model Workgroup
HCM	Human Capital Management
HRS	Human Resource Services
IO	International Operations
LNYW	Live Near Your Work
MGIC	Maryland Global Initiatives Corporation
O&M	Operations and Maintenance
OEM	Office of Emergency Management
OOTC	Office of the Controller
OSVP	Office of the Senior Vice President
PS	Department of Public Safety
PTS	Parking and Transportation Services
REPSM	Real Estate, Planning, and Space Management
SFS	Student Financial Services
SPAC	Sponsored Projects Accounting and Compliance
SSAS	Strategic Sourcing and Acquisition Services
SVP	Senior Vice President