Theme 1: Achieve Pre-Eminence as an Innovator.

Leadership: Dr. Bruce Jarrell, Dr. Kathryn Montgomery

Goal 1:	Educate the health, human and legal services workforce of the state of Maryland and continue to serve the workforce's evolving educational needs in order to promote well-being and justice throughout the state.

Tactic 1:		Priority / Start	Fiscal Impact	Status	Responsible Person
1.1	Enhance Maryland's health, human and legal services by working with an interprofessional committee and with our external partners to continuously address local, state, national and global workforce needs, and educate students on evolving professional opportunities in health, human and legal services.	3	Minimal (<$250K)		Bruce Jarrell (CARO)
		FY 2014 (focus tactic 1.1.4 & 1.15 innovation & informatics)	Investment Required		

Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.1.1	Student enrollments positively correlate with the State's workforce requirements **1.1.1 a access available method and data to make this metric**	Target		no				n/a
		Actual		no				
1.1.2	Increase in percent of graduates employed in the State **1.1.2. a. Determine data source on campus, across schools for information about alumni employment**	Target		no				n/a
		Actual		no				
1.1.3	Assess number of UM alumni holding leadership positions in Maryland, nationally and globally**1.1.3.a Identify data sources for leadership positions held from schools or other sources**	Target		no				n/a
		Actual		no				
		Target		no	Jan-14			

			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.1.4	Develop continuing education courses offering advancement of new knowledge and practice to support continued learning of professionals **1.1.4a Identify current bioinformatics and innovation courses on campus and within system 1.1.4. b. conduct gap analysis of courses needing to be developed or integrated into curriculum.**	**Actual**		no	o be started			
1.1.5*	Identify immediate professional development of faculty and researchers needs to support gaining knowledge of bioinformatics, advanced analytics, genomic science, database use and management **1.1.5 a Plan a Symposium/Thinktank with national & regional leaders and internal experts and thought leaders to support UMB faculty development & advance understand of the CHIB and HARBOR's use and capacity to support current and future innovation research Metric 1.1.5 b: Invite key pace setters in field to provide expertise for next steps & increase our communites knowledge of what is possible for UMB**			no	Jun-13			n/a

Tactic 2:		Priority / Start		Fiscal Impact		Status		Responsible Person	
1.2	Attract, develop and retain outstanding, committed and scholarly educators, leaders, and staff.	3		Large (>$1M)		Not Started		CARO	
		fy 2015-2016		IR					
Metrics / Milestones:				Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.2.1	Faculty and staff retention higher than baseline. **1.2.1.a. conduct baseline assessment of current faculty retention using metric of voluntary leaving (eliminate retirement, termination of contract, or non tenure decisions**	**Target**			no				
		Actual							n/a

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

1.2.2	Selecting official's first choice for most highly qualified candidate accepts job offer. **1.2.2.a. survey random number of selecting officials to determine if they were able to reach preferred candidate**	**Target**		no					**n/a**
		Actual							
1.2.3	Career advancement demonstrated in promotion and progression of selected faculty and staff. **1.2.3.a. Conduct baseline assessment of promotion and progression for FY 2013- 2014.**	**Target**		no					**n/a**
		Actual							
1.2.4	Increase in faculty academic advancement across all levels. **1.2.4.a. Measure baseline on faculty progression for schools and university wide.**	**Target**		no					**n/a**
		Actual							
1.2.5	Increase in attendance of staff participating in development / management courses **1.2.5.a. Work in collaboration with other theme within UMB Strat Plan.**	**Target**		no					**n/a**
		Actual							
1.2.6	Department demographics reflect a balance of junior, mid-career, and senior faculty **1.2.6 a. develop baseline data related to this metric**	**Target**		no					**n/a**
		Actual							

Tactic 3:		**Priority / Start**	**Fiscal Impact**	**Status**	**Responsible Person**
1.3	Foster student-centered approaches to personalized and collaborative learning that effectively tailor education to individual students through targeted approaches, such as learning analytics and ongoing assessments that optimize and maximize the learning potential of students.	4	Moderate ($250K - $1M)		CARO
		fy 2015	Investment Required		

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

Metrics / Milestones:		Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.3.1 Student centered learning approaches are evident in at least one course in each school.	Target		no				**n/a**
	Actual		no				
1.3.2 Student centered learning philosophy is demonstrated in curricular revisions and interprofessional learning opportunities.	Target		no				**n/a**
	Actual		no				
1.3.3 Formal evaluation of student centered learning pedagogical approaches is evidence based and evaluated against learner outcomes.	Target		no				**n/a**
	Actual		no				
1.3.4 Milestones / level of achievement are set with IT for the development of techonology to track personalized student learning.	Target		no				**n/a**
	Actual		no				
1.3.5 Specific pilot projects are developed to assess models for collaborative learning followed by implementation of these models based on outcomes.	Target		no				**n/a**
	Actual		no				

Tactic 4:		Priority / Start	Fiscal Impact	Status	Responsible Person
1.4 Develop innovative, dynamic and contemporary curricula that are relevant to current and future trends and needs.		4	Moderate ($250K - $1M)	Not Started	CARO
		FY 2015-2016	Investment Req		

Metrics / Milestones:		Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.4.1 Establish interprofessional curricula impacting three of seven schools. **1.4.1.a. work in collaboration with IPE committee with focus on innovation and bio informatics.**	Target		no				**n/a**
	Actual		no				
	Target		no				

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

			Baseline	6/30/13	6/30/14	6/30/15		G/Y/R
1.4.2	50% increase in the use of technology in teaching and learning for both number of courses electronically recorded and number of students accessing courses **1.4.2.a. establish baseline**	Actual		no				n/a
1.4.3	Formal full curricula revisions conducted in each school at least every 3-4 years.	Target		no				n/a
		Actual		no				
1.4.4	Establish new degree granting programs responsive to emerging job market needs.	Target		no				n/a
		Actual		no				
1.4.5	Establish communication and marketing strategy supporting rich and diverse catalog.	Target		no				n/a
		Actual		no				

Goal 2:	Work closely with the University of Maryland Medical System (UMMS) to achieve pre-eminence through continued development of an innovative, high-efficiency integrated health care delivery model and research enterprise that leverages the extraordinary talents of the professional schools.

Tactic 1:		**Priority / Start**	**FY 2014 Resources**	**Status**	**Responsible Person**
2.1	Develop a highly facile, universally accessible, secure information technology electronic health information infrastructure with knowledge management and decision support functions to support novel, data-driven health care delivery research and clinical care.	1	FY 13: $400,000 OT	underway	Bruce Jarrell
		FY 2013	$250,000 Recurring		

Metrics / Milestones:		**Baseline**	**6/30/13**	**6/30/14**	**6/30/15**		**G/Y/R**
2.1.1 create governance structure	Target		yes	14-Jun			
	Actual	yes	started				
2.1.2 Outline operational structure for Center for first year	Target		yes		15-Jun		
	Actual	no	started				
2.1.3 Define space requirements and implement as appropriate	Target		yes	14-Jun			
	Actual	yes	started				

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

2.1.4	Advance Research HARBOR from prototype to product	Target		yes				
		Actual	no	on-going				(yellow)
2.1.5	Communicate to campus by holding 2-3 campus wide invitational town halls FY 13	Target		yes				
		Actual	no	no				(red)

Tactic 2:		Priority / Start	Fiscal Impact	Status	Responsible Person
2.2	Devise and implement an enhanced highly innovative, high-efficiency health care delivery model. Collaborate to deliver and measure information technology-based innovations leading to improvements in health care quality and technology.	1	Large (>$1M)	Not Started	
		FY 2015-2016	IR		

Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.2.1	measure use of the HARBOR for clinical system change models of innovative delivery **2.2.1a. Identify one target use for HARBOR and clinical system for FY 14.**	Target		no				
		Actual		no				n/a
2.2.2	Award of CMS Innovation grant	Target		no				
		Actual		yes				y (yellow)
2.2.3	Pilot models of care delivery using data and analytics from HARBOR	Target		no				
		Actual		no				n/a

Tactic 3:		Priority / Start	Fiscal Impact	Status	Responsible Person
2.3	Enhance the information techology-based infrastructure for deep-data mining to support highly innovative clinical research focused on the revolution in human genetics.	1	Large (>$1M)	Not Started	Bruce Jarrell and Governance Committee
		fy2014	IR		

Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
		Target		late fall 2013				(yellow)

2.3.1	Conduct a trial by identifying 2 to 3 projects that would test the capacity of Research HARBOR and identify access and governance issues	Actual		on going				y

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Goal 3: Promote and foster a culture in which the entire University community is engaged and focused on innovation and scholarship.

Tactic 1:		Priority / Start	Fiscal Impact	Status		Responsible Person
3.1	Enhance the culture and infrastructure so that it proactively enables investigators, educators, practitioners, and public servants to be nimble in bringing ideas into practice and to the marketplace.	2	Moderate	Starts October 2013		
		FY 2014	IR			

Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.1.1	Translation of new knowledge and transformation of innovation into the conduct of research, practice, clinical care and public service, and in the education of future professionals is accomplished more rapidly than baseline.	Target		no	fall 2014			n/a
		Actual		no				
3.1.2	Engage faculty and administrators in FY 2013 in town hall and symposium to increase engagement, ownership.	Target		fall 2013				n/a
		Actual		no				
3.1.3	Infrastructure created enabling more new initiatives to be launched and identify and reduce barriers as they are encountered.	Target		fall 2013				
		Actual		no	FY 14			
3.1.4	Pilot test capacity of the HARBOR and create feedback loop (double loop learning organization) of this first innovative approach to using the University's Center for Translational Research Informatics	Target		fall 2013				
		Actual		on going				

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

Tactic 2:		Priority / Start	Fiscal Impact	Status	Responsible Person
3.2	Earmark a portion of resources for high risk / high-gain projects to invest in promising new fields and reward successes.	3	Large (>$1M)	started	
		FY 2014	IR		

Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.2.1	Each of the four missions develop at least one new project as an identified initiative that adds value to the University.	Target						n/a
		Actual						
3.2.2	Prioritize major resource requirements to build and support re-occuring growth and advancement of center	Target		spring 2013				
		Actual		on-going				
3.2.3	Define linkages across contributing components to campus center e.g. M Powering	Target		spring 2013				
		Actual		on-going				

Green - Target Achieved | Yellow - Some Progress | Red - No Progress