Liaison - Drs. Cynthia Cravens							
Goal 1.1: Attract, retain, and g	raduate more aspiring stude	ents at the undergraduate	and graduate levels				
leasure/Metric	2024-2030 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed		
otals for enrollment, ersistence, and 4-year rad rate	Increase by 2% year over year	Percentage increase among all totals for enrollment, persistence, and 4-year grad rate in FY 25.	and improve those pipelines. 3) Increase Public Safety and pipeline programs for officers. 4)Re-engage and reinforce the mathematics Supplemental Instruction program 5)Develop and employ co-requisite models for Math 109, 103, and 102 5) Improve Future Outstanding Cohort of	framework for academic departments to create their own pipelines	Provost Office VP of EMSE and VP of Administration and Finance Deans & Chairs		

Goal 1.2: Enhance marketing and storytelling to donors, alumni, and stakeholders

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Funding from donors, alumni, and stakeholders	A 5% increase per year from 2023	Funds received in 2023	1) Hold annual appreciation event for donors, alumni, and stakeholders, highlighting gifts		Marketing, Advancement,

Goal 1.3: Recruit, retain, and develop exceptional faculty and staff							
Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed		

Goal 1.4: Leverage investments in digital technology

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
 Number of Online and Hybrid programs Development of a fully online undergraduate academic core 	Half of the degree programs have a hybrid or online pathway All undergraduate core courses have an online component		 Departments continue to develop online and hybrid courses Develop an online pathway for all core courses (synchronous or asynchronous) required for an undergraduate online 		University Core Curriculum Committee

Next Steps

Resources Needed

Goal 1.5: Promote the value and contributions of UMES as a land grant HBCU. Measure/Metric 2026-2028 Target Benchmark Proposed Strategies To be developed by the To be developed To be developed Create and develop a Drigriph 5 workgroup by the Drigriph 5 by the Drigriph 5

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Image: section of the section of th	Priority 5 workgroup, committee, and/or	by the Priority 5 workgroup, committee, and/or	by the Priority 5 workgroup, committee, and/or	deposit account of positive outcomes, stories of success, and highlighting the impact of the HBCU learning environment. Cultivate a culture of historical richness through campus displays and events that celebrate significant events and outcomes. Broaden identity, branding, and recognition of the distinctive experiences and programs that exist at UMES and its value for individuals and communities.	out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies. From those contacts, develop a workgroup, committee, and/or team of champions. Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term	commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency
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Goal 1.6: Nurture a dynamic environment in which faculty and staff thrive

Number of training certificates completed by faculty and staffSumber of faculty and staff with training certificates in 2023.Number of faculty Assembly to identify concerns3) Develop and Implement a framework for responding to cacuty and staff3) Develop and Implement a framework for responding to concerns (i.e. a "Rapid Response" Team) 4) Design a partnership between CTE and Faculty Assembly to policies related to training policies related to training to the effectiveness of ongoing professional development programs3) Develop and Implement a framework for responding to to the effectiveness of ongoing professional development programsUnder the the total development programs1000000000000000000000000000000000000

Goal 1.7: Pilot innovative pathways for working professionals that respond to workforce demands

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
1) Number of "new" credentials (i.e., certificates, badges, improved transcripts) or graduates of other innovative pathways produced annually			1) Create certificate programs that could lead to a degree		1) collab with Priority Area 2 on their enrollment pathways

Go	al 1.8:	Improve	outcomes-	based	l assessment.
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1) 2nd-Year Retention Rate for	1) Target: ≥ the			
FTFT USM undergraduates (UGs); 2) 6-Year Graduation Rate for FTFT USM UGs; 3) 4-Year Graduation Rate for UG transfers to USM institutions; 4) 6-Year Graduation Rate for All USM UG students (part-time and FTFT as reported through fiscal year model	 average of the three prior years, measured annually. 2) Target: ≥ the average of the three prior years, measured annually. 3) Target: ≥ the average of the three prior years, measured annually. 4) Target: ≥ the average of the three prior years, measured annually. 	1) 2nd-year FTFT retention = 85.6% (excluding UMGC) in FY 21 2) 6-th year FTFT graduation = 73.9% (excluding UMGC) in FY 21. 3) 6-th year graduation rate for ALL undergraduates = 60% in FY 21. 4) 4-year graduation rate for Maryland Community College transfers = 59% in FY 21.	Examine the Equity Gap in the retention and progression of our students (long-term) Acquire data to inform dialogue and develop strategies to reduce the high rates of D, F, W grades in courses (Data will include student's class ranking, gender, ethnicity) (long- term) Review the retention and graduation data of students and develop strategies to increase rates (mid-term) Strategically embed student- centered programming within support programs at UMES (mid-term) o Orientation o Bridge o Academic School o Major	

Goal 1.9: Build and maintain world-class facilities and technology infrastructure

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Number of buildings fully equipped for hybrid teaching	25% increase in number of classrooms appropriately equipped	Number of classrooms fully equipped in 2023	 Make the maintenance of facilities a consistent priority Outfit all buildings with the capability to offer hybrid teaching (smart podiums, video cameras, lecture capture, etc.) 	 Create a plan to refurbish the historical properties on campus. Determine appropriate equipment for all classrooms on campus 	President's Office Physical Plant IT and CITOL