

Priority Area 1: Academic Excellence and Innovation OWNER: David Balcom

Liaison - Drs. Cynthia Cravens

Goal 1.1: Attract, retain, and graduate more aspiring students at the undergraduate and graduate levels

Measure/Metric	2024-2030 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Totals for enrollment, persistence, and 4-year grad rate	Increase by 2% year over year	Percentage increase among all totals for enrollment, persistence, and 4-year grad rate in FY 25.	1) Document the number and types of K-12 college pipeline programs currently supported by UMES. 2) Develop targeted initiatives to expand 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 University Students (FOCUS) program 6) Review business policies that impact student retention (e.g. payment confirmation) 7) Recognition for faculty who excel in the classroom based upon student evaluations 8) Develop programming for first and second year students 9) Improve FYE course	A) Develop a framework for academic departments to create their own pipelines B) Support and incentivize development of learning communities across campus. C) Support and incentivize development of centers across campus for increased student engagement	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

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Goal 1.8: Improve outcomes-based assessment.					
Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
1) 2nd-Year Retention Rate for 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	1) Target: ≥ the 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	1) Make the maintenance of facilities a consistent priority 2) Outfit all buildings with the capability to offer hybrid teaching (smart podiums, video cameras, lecture capture, etc.)	1) Create a plan to refurbish the historical properties on campus. 2) Determine appropriate equipment for all classrooms on campus	President's Office Physical Plant IT and CITOL