



UMES 2023 Strategic Plan

“Soaring to Excellence: From Aspiration to Realization”

Mission, Vision, and Values

OUR VISION

The University of Maryland Eastern Shore (UMES) will be the preeminent public Historically Black University that is recognized for leadership in student-centered education, exceptional research, innovation, and inclusiveness.

OUR MISSION

As a public 1890 land-grant Historically Black University that embraces diversity, UMES is committed to serving first-generation and underserved students and providing educational, research, and community engagement opportunities to transform the lives of its students who will impact the state, region, and the world.

OUR VALUES

- **Family-** embracing our HBCU culture and principles of work, support and celebration
- **Student-Centered** – understanding that everything everyone does at UMES is because of our students.
- **Pride** –remembering the history and traditions of past achievements serves as our foundation for future accomplishments
- **Collaboration-** pursuing opportunities to work together across all parts of the campus
- **Communication-** striving to be provide timely and relevant information that reflects the UMES vision

Strategic Plan Priority Areas

Five priorities:

- 1) Academic Excellence and Innovation
- 2) Access, Affordability, and Achievement
- 3) Workforce and Economic Development
- 4) Research and Community Engagement
- 5) Diversity, Equity, and Inclusion

Priority Area 1: Academic Excellence and Innovation OWNER: Rondall Allen

Liaison - Dr. Cynthia Cravens

GOALS	Short Term 2023-2026	Mid Term 2026-2028	Long Term 2028-beyond
1.1* Attract, retain, and graduate more aspiring students at the undergraduate and graduate levels.			x
1.2 Enhance marketing and storytelling to donors, alumni, and stakeholders	x		
1.3* Recruit, retain, and develop exceptional faculty and staff			x
1.4 Leverage investments in digital technology	x		
1.5 Promote the value and contributions of UMES as a land grant HBCU.	x		
1.6 Nurture a dynamic environment in which faculty and staff thrive		x	
1.7* Pilot innovative pathways for working professionals that respond to workforce demands		x	
1.8 Improve outcomes-based assessment.		x	
1.9 Build and maintain world-class facilities and technology infrastructure			x

Priority Area 2: Access, Affordability, and Achievement OWNER: Latoya Jenkins

Liaison - Dr. Reginald Garcon

GOALS	Short Term 2023-2026	Mid Term 2026-2028	Long Term 2028-beyond
2.1* Increase enrollment			x
2.2* Improve transfer pathways	x		
2.3* Develop innovative programs that result in opportunities for new credentials.		x	
2.4 Expand signature pipeline programs from elementary and middle school.	x		
2.5 Improve student support services to increase retention and graduation.	x		
2.6 Strengthen programs, concentrations, and certificates making them more relevant to workforce and societal needs.		x	

Priority Area 3: Workforce and Economic Development **OWNER:** Matthew Taylor and David Balcom

Liaison - Mr. Chris Hartman and Mr. Brink

GOALS	Short Term 2023-2026	Mid Term 2026-2028	Long Term 2028-beyond
3.1 Work with P-20 partners to make it easier for students who want to become teachers to become teacher	x		
3.2* Expand the number of graduates in fields critical to Maryland's economy: STEAM, cyber, healthcare,		x	
3.3* Diversify and strengthen Maryland's knowledge workforce by expanding the pipeline of underrepresented minority students entering critical workforce fields (STEAM, cyber, health care, education, social work, human services, technology)			x
3.4 Develop new, revise and enhance existing academic programs to remain current with evolving workforce demands	x		
3.5 Develop a broad, data-informed academic portfolio reflecting the needs of students and employers		x	
3.6* [Deliver] graduates with well-rounded backgrounds and the credentials needed to enter the workforce. (USM 3.9)			x
3.7* [Partner] with business and community leaders to better understand and address local and regional economic development needs. (USM 3.10)		x	

Priority Area 4: Research and Community Engagement **OWNER:** Moses Kairo

Liaisons - Dr. Yen Dang and Dr. Joyce Bell

GOALS	Short Term 2023-2026	Mid Term 2026-2028	Long Term 2028-beyond
4.1 Develop and strengthen infrastructure to develop research	x		
4.2 Align UMES research strengths with emerging national research priorities	x		
4.3 Promote technology transfer and commercialization of the UMES intellectual property.		x	
4.4 Grow the number of research partnerships with industry, agencies, NGOs, international and academic institutions			x
4.5 Diversify our R&D portfolio by securing basic and applied research funding from the private and government sector			x
4.6* Expand community-based research to strengthen the communities (USM 4.10)		x	

Priority Area 5: Diversity, Equity, and Inclusion **OWNER: Tara Owens**

Liaison - Jason Casares

GOALS	Short Term 2023-2026	Mid Term 2026-2028	Long Term 2028-beyond
5.1* Increase, recruit, retain, and develop the diversity of our students, faculty, and staff.		x	x
5.2* Seek out and promote best practices to enhance inclusion and promote equity.	x		
5.3 Develop and implement a research initiative on diversity, justice, equity, globalization, and sustainability	x		
5.4* Provide experiences to the campus community that prepare them to be engaged global citizens and change agents.	x		
5.5 Implement hiring and retention practices that lead to greater quality and diversity among faculty and staff.		x	
5.6 Ensure the curriculum, scholarship, and teaching embodies the principles of Justice, Equity, Diversity, and Inclusion (JEDI).		x	

SUBGOALS of Goal 5.1

Cultivate a sustainable, equitable, and inclusive community where all members from all backgrounds, identities, abilities, and life experiences are safe welcomed, valued, supported, and that fosters belonging.

SUBGOALS of Goal 5.2

Implement systematic processes and protocols – grounded in inclusive excellence and equity – for regular data collection to report progress on education and scholarship, recruitment, retention and success, and campus climate.

* Refers to USM Goal