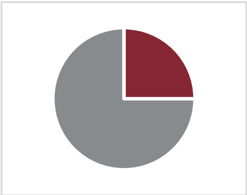
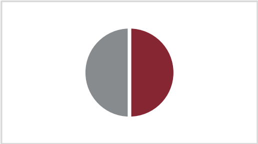
Priority Area 1: Academic Excellence and Innovation OWNER: Rondall Allen

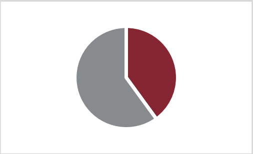
Liaison - Dr. Cynthia Cravens

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	Percentage Completed
A. The number (%) of students who persist from the Fall to the Spring semester. B. The number (%) of students who are retained from the first year to the second year. C. The number (%) of students who are retained from the first to the third year. D. The annual number of completers (Undergraduate). Di. The four-year graduation rate by cohort. Dii. The six-year graduation rate by cohort. E. The annual number of completers (Graduate).	A. Persistence rate - > 88% B. First to second year retention rate - >70% C. First to third year retention rate - >57% D. The annual number of completers (Undergraduate) should exceed ? Di. The four-year graduation rate - >20% Dii. The six-year graduation rate - >40% E. The annual number of completers (Graduate) should exceed?	A. Baseline persistence rate - 88% B. Baseline First to second year retention rate - 62% C. Baseline First to third year retention rate - 48% D. Annual average number of completers (Undergraduate) Di. Baseline four-year graduation rate - 17% Dii. Baseline six-year graduation rate - 35%	A - D - Implement strategies in the Student Success Strategic Plan E. Strategies will be developed and then folded into the Student Success Strategic Plan	A - D - Continue to implement strategies and collect data; complete analysis of the FOCUS program; make recommendations to Enrollment Management Task Force (EMTF) regarding Summer Bridge analysis and Predictors of on-time Graduation analysis E. Convene committee to develop strategies for graduate students	See Student Success Strategic Plan	 25%

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

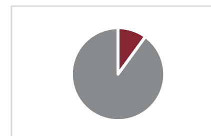
Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed	Percentage Completed
Funding from donors, alumni, and stakeholders	A 5% increase per year from 2023	Funds received in 2023	1) Hold annual appreciation event for donors, alumni, and stakeholders, highlighting gifts	create an Alumni Coordinator in each school	Marketing, Advancement,	50%
			2) Incentivize and support departments to strengthen ties with alumni: For example, Provide resources to departments to build alumni resources, events, newsletters, etc.	Train dept chairs to run their own alumni networks and fundraising in concert with university efforts. Consider purchasing appropriate software.	Marketing, Advancement, Chairs and Deans	

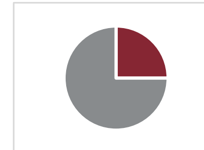
Goal 1.3: Recruit, retain, and develop exceptional faculty and staff and nurture a dynamic environment in which they thrive.						
Measure/Metric	**2024-2026 Target**	**Benchmark**	**Proposed Strategies**	**Next Steps**	**Resources Needed**	**Percentage Completed**
A. Recruit - Faculty and staff salaries will be competitive based upon national standards B. Retain - The annual attrition rate of faculty and staff C. Develop - The annual number of faculty and staff who participate in professional development activities	A - C - will establish baseline data in AY 2024-25 and establish target for AY 2025-26	A - C - Will obtain baseline data in AY 2024-25	1) RECRUIT: Continue to work with state leaders to secure competitive salaries and benefits for UMES faculty and staff. 2) RECRUIT: Update HR policies for posting job openings – best practices for verbiage, apply-by dates, salary ranges, etc. Provide clear template for boilerplate, etc. 3) DEVELOP: Encourage and support the use of best practices in faculty professional development and faculty mentoring programs, and secure professional development funding and opportunities for all categories of faculty and staff. 4) RETAIN: Continue to encourage faculty and staff representation and participation in shared governance and other networking opps. . 5) NURTURE: Work with Senate and Faculty Assembly to identify concerns. 6) NURTURE: Continue to support and monitor the effectiveness of ongoing professional development programs, including orientations and mentoring programs.	1) IN PROGRESS: Develop a new onboarding process that is transparent and cohesive across campus 2) Create a physical Center for Teaching Excellence with a full time staff dedicated to creating certificate opportunities for faculty 3) COMPLETED: Develop and Implement a framework for responding to faculty and staff concerns (i.e. a “Rapid Response” Team) 4) Design a partnership between CTE and Faculty Assembly 5) Complete the Faculty Handbook and ensure it is updated every 5 years	Will need support from Human Resources Academic Affairs and VP of Faculty Affairs, and CTE/CITOL	 40%

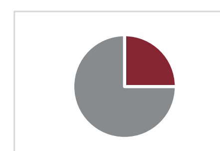
Goal 1.4: Leverage investments in digital technology

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed	Percentage Completed
A. Percentage of programs offered fully online or in a hybrid format. B. Percentage of students expressing satisfaction with learning options (in-person, online, or hybrid) and support.	A. Determine baseline in AY 24-25; establish target for AY 25-26 B. Determine baseline in AY 24-25; establish target for AY 25-26	A. Baseline data will be obtained in AY 24-25 B. Baseline data will be obtained in AY 24-25	A. Inventory departments to determine which programs are being offered online or in a hybrid format; departments evaluate programs for suitability of being offered online or in a hybrid format; faculty collaborate with CITOL to begin developing courses for programs that will be offered online B. Determine if student survey exists for online courses; potentially develop a survey tool for students	A. Meet with deans and department chairs to inventory academic programs and determine suitability of programs to be offered online B. Confer with CITOL and Director of Assessment to review survey data and potentially develop a new tool		25%

Goal 1.5: Promote the value and contributions of UMES as a land-grant HBCU.

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed	Percentage Completed
Repository of artifacts on campus that show the value of UMES as an 1890 land-grant institution	Will develop baseline for AY 2024-25 and establish target for AY 2025-26	Will confer with the Priority 5 workgroup to develop a baseline in AY 2024-25	Create and develop a 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. Create an onboarding training experience for all new employees regarding the rich history, value, and contributions of UMES as a land grant HBCU.	Locate, contact, and reach 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 goals.	Letter of public support from the cabinet regarding our 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 and actualize long term goals under Priority 5.	 10%

Goal 1.6: Pilot innovative pathways for working professionals that respond to workforce demands						
Measure/Metric	**2026-2028 Target**	**Benchmark**	**Proposed Strategies**	**Next Steps**	**Resources Needed**	**Percentage Completed**
A. The number of 'new' credentials (certificates, badges, etc.) being offered at UMES. B. The annual number of graduates produced from these innovative pathways.	A. Baseline data will	A. Baseline data will be obtained in AY 24-25 B. Baseline data will be obtained in AY 24-25	A. Obtain data from the Registrar's Office and the Office of Decision Science and Visualization; active participation in the USM Credentials Taskforce; partner with USM RHECs; engage regional employers to determine demand	A. Complete needs survey for CITOL and CTE to determine functional infrastructure; develop plans with deans and department chairs to engage regional employers to identify potential credential offerings; collaborate with USM to use platform to offer credentials	A. Faculty to develop credentials; instructional designers to assist faculty with credential development	 25%

Goal 1.7: Build and maintain world-class facilities and technology infrastructure						
Measure/Metric	**2026-2028 Target**	**Benchmark**	**Proposed Strategies**	**Next Steps**	**Resources Needed**	**Percentage Completed**
A. Number of buildings fully equipped for online and hybrid teaching B. Build new School of Veterinary Medicine and Health Professions	A. Will obtain baseline data for AY 2024-25 and establish target for AY 2025-26 B. Secure planning funds with intent to begin construction	A. Will obtain baseline data for AY 2024-25 B. Part I Program and Part II Program documents have been submitted	A. 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.); prioritize wellness and air quality in all learning environments, especially the 80-year-old buildings. B. Continue to raise funds and obtain support from the Eastern Shore delegation	A. Create a plan to refurbish the historical properties on campus; determine appropriate equipment for all classrooms on campus; prioritize maintenance of historic buildings with monthly structural checkups; replace old, torn, dilapidated classroom desks and chairs in historical buildings. B. Outreach to potential donors and continued meetings with the Eastern Shore delegation	A and B - Continued support from the President's Office, Information Technology, and Physical Facilities	 25%