



UMB 2022 – 2026 Strategic Plan

Implementation Guidance

ERM and YE Progress Reporting

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UNIVERSITY
of MARYLAND
BALTIMORE

UMB STRATEGIC PLAN

2022-2026



Session Objectives

Review

Year-End Reporting
Requirements

Discuss

Changes to
Enterprise Risk
Management
Reporting

Confirm

Progress Reporting
Timeline



Progress Reporting Requirements



Implementation Completion Phases in the SPIMS*

- Unit access rights to the SPIMS established;
- Unit enters aligned plans by Theme and Outcome into the SPIMS;
 - Unit Approver reviews goals and submits to IESPA for review
 - Each goal description in Primary Plan evaluated for SMART format (Note: M = recorded in separate field; T = Five [5] years)
- Unit determines risk assessment for each Strategic Goal in Plan for FY22;
- Unit enters FY23 AIP(s) for each Strategic Goal in SPIMS
- Unit reviews and updates, if necessary, risk assessment level for FY23
- Unit updates progress through December 31, 2022
- **Unit updates progress through June 30, 2023**



Pending Goals

- Goals with “CHANGES NEEDED” status
- If CONTRIBUTOR:
 - DO: Amend goal and change status to “PENDING REVIEW” for unit ADMINISTRATOR review and approval
- If ADMINISTRATOR:
 - DO: Amend goal and change status to “APPROVED”



SPIMS Annual Reporting Components

- Goal Risk Assessment
- Annual Implementation Plan (AIP) to include defining/updating quantitative metrics and values
- Period 1 (Mid-Year) Progress Report
- Period 2 (Year-End) Progress Report



Implementing UMB Goals - Requirements

Enterprise Risk Management

Once goals are finalized in system, units will describe the primary and secondary risks that might prevent goal attainment. This information will inform ongoing risk calibration and vigilance strategies coordinated across UMB.

Annual Implementation Plan (AIP)

Provides an opportunity to identify specific activities or tasks to advance the goal during the upcoming fiscal year. **(Minimum of one activity must be reported annually.)**

Progress Reporting and Metrics

Tracking system will facilitate periodic tracking of Goal progress, with definable time windows for narrative updates to be entered into system, including selecting pre-defined completion percentages, and defining and updating metrics.



The Risk Assessment Review

- Risk management review integrates with strategic plan reporting
- Managed by the Office of Enterprise Risk Management
- **Need an annual risk assessment before a Progress Report can be submitted**
- Revised guidance on completing the risk assessment review when asked to report at <https://www.umaryland.edu/iespa/strategic-planning/strategic-plan-implementation/>



Enterprise Risk Management (ERM)

- ERM definition: an ongoing process to embed, sustain, and support a culture of responsible risk-taking and opportunity identification across UMB through the successful linkage of strategy and identifying risk.
- Two-member team
 - Jon Kucskar, JD – Special Assistant to the President and Assistant Vice President of ERM
 - Victoria Meadows, MS – Manager of ERM Program



Enterprise Risk Management (ERM)

1. Identify the top “barrier”
 - a. Each school and unit will be asked to state the barrier that could prevent the achievement of identified strategic goal (barrier = risk).
2. A description of the risk
 - a. This is necessary to understand what is meant by the identified risk.
 - i. What created the risk?
 - ii. What will interfere with the achievement of your strategic goal?
 - iii. Describe with specificity the details of the risk, people affected, actions/tasks that will be affected
3. Self-assign Risk Categories
4. Strategic Goal Risk Assessment
 - a. Rank the likelihood, impact, and speed of onset for your identified risk.
5. Provide details to support your rankings and offer details on Mitigation
 - a. Offer some understanding on your rankings of Likelihood, Impact, and Speed of Onset.
 - b. What has, or has not, occurred already to respond or mitigate the risk?
6. Repeat steps 1 through 5 for a secondary risk



ERM Risk Categories

- Compliance with Laws, Regulations, and Policies
- Equity, Diversity, and Inclusion
- External Competition or Market Conditions
- Funding and Budget
- Health and Safety
- Human Capital
- Infrastructure, Technology, and Facilities
- Operational and Administrative Processes
- Organizational Culture and Structure
- Partnerships
- Reputation of UMB, School, or Program
- Student Enrollment and Engagement



Enterprise Risk Management

Each identified risk will be assigned values on a four-point word scale

- Risk Likelihood – The possibility that an event will occur, or the rate of occurrence, and the degree to which an event is detectible given current automated and management oversight.
 - Rating scale – Almost certain, Likely, Possible, and Unlikely
- Risk Impact – The extent to which a risk event might affect an organization, which may include Strategic, Health and Safety, Financial, Operations, Legal and Compliance, and Reputation.
 - Rating scale – Severe, High, Medium, and Low
- Risk Speed of Onset – The time elapsed between the occurrence of an event and when the organization first feels its effects.
 - Rating Scale – Immediate, Fast, Moderate, and Slow



ERM Risk Categories

- Questions? Please reach out to Victoria Meadows
- Please visit our website for details on definitions and other sources [Enterprise Risk Management \(umaryland.edu\)](https://www.umaryland.edu/enterprise-risk-management)

(Next evaluation date: July 15, 2023, for FY24)



The Annual Implementation Plan (AIP)

- Required at the start of each fiscal year
 - Provide at least one activity to advance the goal to be completed by fiscal year-end
 - There are no limits to the number of initiatives or activities associated with a strategic goal that can be pursued during the year
- See IESPA *Resources* for guidance on creating the AIP (May 2022) at <https://www.umaryland.edu/iespa/strategic-planning/strategic-plan-implementation/>



SPIMS Requirements for Progress Reporting

- Goal Progress CANNOT be completed without a Goal AIP for FY23
 - If no activity was planned for FY23, *the* AIP should read for that goal:

“NO TASKS PLANNED FOR FY23”



Annual Implementation Plan (AIP)

- Required field to be completed at the beginning of each fiscal year
- If no activities plan, must create AIP that reads:

“NO TASKS PLANNED FOR FY24”

(Next due date: July 15, 2023, for FY24 initiatives)



Progress Reporting Components

- Components to complete
 - Progress Completion Update (%)
 - Progress /Status Explanation as of period end
 - Progress measurement update on quantitative metric(s)
 - Evidence, optional (one file upload)



Reporting Components – Indications of Goal Progress

- Progress Completion Status
- Not yet started (0%)
 - Preliminarily Underway (1%-24%)
 - Substantially Underway (25%-49%)
 - Significant Progress (50%-74%)
 - Nearing Completion (75%-99%)
 - Completed/Milestone Achieved (100%)
 - Progress not reported

Strategic SMART Goal

Unit: Center for Information Technology Services

Theme 4: Innovation and Reimagination

Outcome 2: UMB promotes the use of applicable new technologies and data-driven analytics, promoting student success, groundbreaking discoveries, employee productivity, and administrative effectiveness.

Goal: Expand and promote the UMB Data Analytics program to allow for the analysis of data within and across institutional data sources so it can help advance UMB reporting in such strategic areas as finance and resource allocation, student success, human resources, facilities and building maintenance, philanthropy, etc.

Strategic SMART Goal

Progress Measurement Criteria:

Assessment of reports used for decision-making. - Assessment of report utilization. - Number of reports generated within an institutional data source using data analytics. - Number of reports generated across institutional data sources using data analytics. - Number of reports using predictive analytics. - Number of summary reports showing key indicators in a contemporary presentation format, e.g., dashboard format. - Number of individuals trained and using the supported data analytics platform and tools.



Progress Reporting Requirements

- Status Explanation (for strategic goal) as of period close
 - Narrative response containing highlights of Period 1 or 2 progress.
 - Yes or no responses to milestone achievements are generally covered in the narrative response

Example progress narrative statement

“During 2022, the analytics unit expanded to provided reporting on student data, equity, diversity and inclusion (EDI), and Philanthropy. We hired additional personnel. EDI reporting is new in analytics, and now we are providing senior leadership with more information about their personnel, retention rates, hiring trends, etc.”



Progress Reporting Criteria

- Provide beginning value (quantitative) for this first report only.
 - Note: Data analysis will be conducted on this field in subsequent reports to indicate change.



| Metric #* | Metric Description | Beginning Value | Value Type (\$, %, G) |
|-----------|--|-----------------|-----------------------|
| 1 | Number of Reports Generated Using data analytics | 200 | G |
| 2 | Number of Reports using Predictive Analytics | 0 | G |
| 3 | Number of KPIs using dashboard format | 0 | G |
| 4 | Number of Users Trained | 600 | G |

*IESPA Generated



Period-End Progress Update



| Metric # * | Metric Description | Beginning Value | Period 1 Update | Period 2 Update |
|---------------|--|-----------------|-----------------|-----------------|
| 1 | Number of Reports Generated Using data analytics | 200 | 220 | 230 |
| 2 | Number of Reports using Predictive Analytics | 0 | 5 | 7 |
| 3 | Number of KPIs using dashboard format | 0 | 12 | 14 |
| 4 | Number of Users Trained | 600 | 650 | 675 |

* IESPA-generated



Strategic Plan Implementation Timeline and Deliverables



Implementation and Reporting

Periodic Campus Reporting:

- The Provost Office will provide updates (The UMB Dashboard) periodically
- Communicate successes and challenges to internal and external constituencies.



UMB Strategic Plan Implementation Timeline

| Activity | Due Date |
|-------------------------------------|-----------------|
| SPIMS* Opens for Progress Reporting | 4/15/2023 |
| Year-End (FY23) Progress Report Due | 7/15/2023 |
| FY24 AIP Due | 7/15/2023 |
| FY24 Risk Assessment Due (Revised) | 7/15/2023 |
| Progress Reporting Period Closes | 7/31/2023 |
| SPIMS Opens for Progress Reporting | 10/15/2023 |
| Mid-Year (FY24) Progress Report Due | 1/15/2024 |
| Progress Reporting Period Closes | 1/31/2024 |

*Strategic Plan Implementation Management System



Q&A



For More Information

Office of Institutional Effectiveness, Strategic Planning, and Assessment

www.umaryland.edu/iespa

UMB 2022 – 2026 Strategic Plan

www.umaryland.edu/about-umb/strategic-plan

Enterprise Risk Management

<https://www.umaryland.edu/about-umb/offices/enterprise-risk-management/>