



# FEARLESSLY FORWARD: In Pursuit of Excellence and Impact for the Public Good

**Jennifer King Rice**

Senior Vice President & Provost

# Our Guiding Principles

**Excellence**

**Diversity, Equity  
and Inclusion**

**Impact**

**Innovation**

**Collaboration**

**Service to  
Humanity**

WE REIMAGINE  
LEARNING

WE PARTNER  
TO ADVANCE  
THE PUBLIC  
GOOD

**FEARLESSLY  
FORWARD**

WE TAKE ON  
HUMANITY'S  
GRAND  
CHALLENGES

WE INVEST IN PEOPLE  
AND COMMUNITIES

# Annual Progress Report

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Year 1: 2022-2023

- Implementation committees
- Focus on signature initiatives
- Strategic plan website
- Tracking our progress
- Presentations to stakeholders
- Charging workgroups



# Implementation of Fearlessly Forward

**Developing and tracking metrics** (e.g., global, commitment, initiative)

**Engaging stakeholders**  
(e.g., involvement, idea generation, feedback)

**DEVELOPMENT OF 10-YEAR STRATEGIC PLAN**

COMMITMENTS  
GOALS  
OBJECTIVES  
INITIATIVES



**IMPLEMENTATION OF BOLD NEW INITIATIVES**

INITIATIVES  
MEASURES

**Launching initiatives** (e.g., Grand Challenge Grants, Teaching and Learning Grants, Terrapin Commitment)



# Implementation Committees 2022-2023

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IN PURSUIT OF  
EXCELLENCE AND IMPACT  
FOR THE PUBLIC GOOD

THE UNIVERSITY OF MARYLAND  
STRATEGIC PLAN



## **We Reimagine Learning** (19 members)

Co-Chairs: William Cohen and Macio Oliveira

*VP Liaisons: Rice, Hollingsworth, Perillo*

## **We Take On Humanity's Grand Challenges** (16 members)

Co-Chairs: Betsy Beise and Eric Chapman

*VP Liaisons: Ball, Rice*

## **We Invest in People and Communities** (18 members)

Chair: James McShay

*VP Liaisons: Perillo, Colella, Dodge*

## **We Partner to Advance the Public Good** (20 members)

Chair: KerryAnn O'Meara

*VP Liaisons: Colella, Ball, Hodge*



# Strategic Commitments & Initiatives



# We Reimagine Learning

The image shows a modern, open-plan learning environment viewed through a glass wall. The space is bright and collaborative, with several groups of students sitting at long white tables, working on laptops and discussing projects. The ceiling features exposed ductwork and modern lighting fixtures. In the background, there are whiteboards and various pieces of equipment, suggesting a hands-on, experiential learning environment. The overall atmosphere is one of active engagement and teamwork.

**We reimagine learning and teaching as inclusive, experiential, publicly engaged, creative, integrative, holistic, and empowering.**



# Reimagine Learning Goals



Lead in the development of innovative and inclusive approaches for teaching and learning

Expand the use of high-impact experiential learning to ensure every student has the opportunity to learn through public service, civic engagement, internships, and project-based experiences

Create opportunities for multidisciplinary collaboration that fosters creative expression, discovery, and critical thinking

# We Reimagine Learning: Our Progress

- Teaching and Learning Grants: Experiential Learning
- Learning Environment Modernization Program
- New Curricular Initiatives
  - Arts for All
  - Global and Federal Fellows
  - New Honors College Programs
  - Undergraduate Curricular Initiatives in Diversity, Equity, and Inclusion



# Teaching and Learning Innovation Grants

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97

Course-Level Grants  
Max \$20,000

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\$2.7M

18

Program-Level Grants  
Max \$70,000 + matching funds

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19,171

Student-seats in grant-serving  
courses

## PROJECT COLLABORATORS

88 Tenured Faculty | 26 Tenure-Track Faculty

234 PTK Faculty | 34 Staff | 75 Students



# T&L Grant Projects: Student Experience

Our current data show an **overwhelmingly positive response from our students** (n=676) concerning their experience in these courses

**83.75%** report that their instructors incorporated activities they had never done before in a college course

**81.97%** reported that the course helped them to recognize how the University of Maryland can make the world a better place

*It is unlike any class I have taken before at UMD. It pushes you to step a little bit outside your comfort zone and learn new things.*

*My favorite course, after 9 years of taking college and grad level classes, has come during my final semester of coursework... it's so bittersweet. I truly wouldn't mind sitting in this class for another year, learning, if I could. #phdlife*

*Further expanding real-world knowledge of how we make new pharmaceuticals for the health of the future*



# Learning Environment Modernization

**\$2.8M** invested in renovations and technology upgrades in 2022

- **3** new TERP classrooms
- **3** new student lounge/informal learning spaces
- **19** classrooms updated with technology and furnishings
- **29** classrooms updated with new technology
- A hybrid-flexible classroom



# New Curricular Initiatives

## General education diversity requirement

- Understanding Structures of Racism and Inequality
- Navigating Diverse Social Environments

## Arts for All launched 4 academic programs

- Arts leadership minor
- Immersive media design major
- Creative placemaking minor
- Arts management certificate

## Honors College programs

- Interdisciplinary Business Honors
- Honors Global Communities

## Global and Federal Fellows concentrations

- International intelligence and security
- Economic diplomacy





# **We Take on Humanity's Grand Challenges**

**Our education, research, scholarship and creative activities, and service are designed to accelerate solutions to humanity's grand challenges—within our communities and around the globe.**

An aerial photograph of a university campus. In the foreground, a large, multi-story building has its roof covered with a dense array of solar panels. To the left, there are other brick buildings and a parking lot. To the right, a green field, possibly a sports field, is visible. The sky is clear and blue. Three yellow text boxes are overlaid on the image, each containing text about grand challenges goals.

# Grand Challenges Goals

Invest in faculty, student, staff, alum, and partner capacity to take on grand challenges through **multidisciplinary and engaged research and curricular innovations**

**Leverage our location** near the state and nation's capitals to advance and support evidence-based policy that addresses grand challenges at community, state, national, and global levels

**Amplify** impactful research, scholarship, creative activities, teaching, and service work through communication, visibility, and translation



# We Take on Humanity's Grand Challenges: Our Progress

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- Grand Challenge Grants
- 120 Initiative on Gun Violence Prevention
- The 1856 Project
- The Capital of Quantum
- Research Media Training Program



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# Grand Challenge Grants Awards Summary

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**50** **Total Grants Awarded**  
Across four categories

**3** Institutional Grants  
Up to \$1M/year for 3 years

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**6** Impact Awards  
Up to \$250K/year for 2 years

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**16** Team Project Grants  
Up to \$500K/year for 3 years

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**25** Single PI Project Grants  
Up to \$50K/year for 3 years

**\$30M**

GRAND CHALLENGE PROJECTS

**185** UMD Faculty

**12** All 12 Colleges  
Represented  
with at least 2 Projects



# Grand Challenge Grants Award Topics

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Climate Change



Global Health



Social Justice



Threats to Democracy



Pandemic Preparedness



Access to Clean Water



Education and Literacy



Food Insecurity



Sustainability



Clean and Renewable Energy



Misinformation



Cities of the Future



Ethical & Trustworthy Tech



Wildfires

More information at:

<https://research.umd.edu/gc>



# Grand Challenge Institutional Grants



PI: E. Williams (CMNS)  
*Collaborating Colleges: BSOS*



PI: D. Bolger (EDUC)  
*Collaborating Colleges: ARHU,  
BSOS, INFO, PLCY*



PI: A. Sapkota (SPHL)  
*Collaborating Colleges: ARCH,  
AGNR, BSOS, CMNS, ENGR*



# Grand Challenge Impact Awards



PI: J. Lazar (INFO), *Collaborating Units: ARHU, BSOS, CMNS, DIT, EDUC, ENGR, LIBR, UCC, SPHL*



PI: M. Pop (CMNS)  
*Collaborating Colleges: AGNR, ENGR*



PI: W. Lung-Amam (ARCH)  
*Collaborating Colleges: ARHU, SPHL*



PI: H. Daume (CMNS), *Collaborating Colleges: ARHU, BMGT, BSOS, EDUC, INFO*



PI: L. Scott (EDUC)  
*Collaborating Colleges: BSOS, JOUR, PLCY*



PIs: C. Baur, B. Liu (SPHL/ARHU), *Collaborating Colleges: BSOS, EDUC, INFO, JOUR*



# 120 Initiative on Gun Violence Prevention

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Consortium of 15 universities and colleges in the Washington metropolitan area committed to the reduction of gun violence

Convening on March 1, 2023

Priorities:

- Collaboration with the People of Promise Program (POP), a violence reduction program
- Black Male Initiatives programs (e.g. Nyumburu's Black Male Initiative program)
- UMD Gun Violence Research Initiative (GVRI)



# The 1856 Project

2022



Inaugural Summer  
Research Institute



The 1856 Project  
Course Launch



Website Launch



Program  
Administrative  
Specialist

February, 2023



Inaugural Symposium

Upcoming



Apply for Mellon  
Grant with  
Community Partners



Develop Research  
Incubator and  
Internship Program



2nd Summer  
Research Institute



A scenic view of a brick building with a large garden of yellow flowers in the foreground, partially obscured by a red text box. The building is a multi-story brick structure with many windows. The garden is a large, terraced area filled with bright yellow flowers. The foreground is a green lawn with a black trash can. The background is filled with trees and a clear sky.

# We Invest in People and Communities

**We invest in people, their well-being and advancement, and the conditions that support their ability to fully participate and thrive in our community, state, and world.**



# Invest in People and Communities Goals

Lead the nation in living a commitment to **equity, diversity, and inclusion** in all we do

Become a connected, coordinated, and effective community of care that **supports the success and well-being** of students, faculty, and staff

Align **evaluations, rewards, and incentives** with our goals and values

# Investing in People and Communities: Progress

## Faculty

- FAMILIE Program
- Faculty Evaluations, Rewards, and Supports
- APT COVID Policies

## Staff

- Investing in Staff
- Family Care Benefits
- New HR Development and Engagement Position in DSA and ACAF

## Students

- Terrapin Commitment
- GA Minimum Stipends
- 5 New Cultural Centers
- Investment in Accessibility and Disability Services
- President's Fellowship
- Student Crisis Fund

## All

- TerrapinSTRONG
- Salary and Wage increases
- Mental Health Task Force
- Elevate



# FAMILE



Investment of **\$40 million** over **10** years into **3** programs to increase faculty diversity in tenure track lines

**23** faculty members (**14** assistant professors and **9** tenured faculty) have been hired since March 2021

**26** President's Postdoc Fellows so far, **3** have converted to TTK and **4** have converted to PTK

President's  
Postdoctoral  
Fellowship Program

Assistant Professor  
Hire Program

Senior Targeted  
Hire Program



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# Faculty Evaluations, Rewards, and Supports

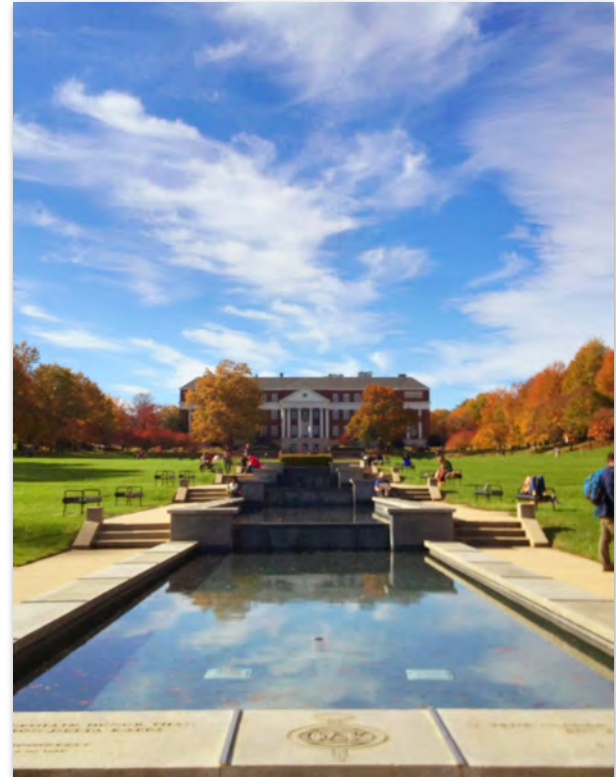
## Provost Dialogues (370 TTK/PTK participants)

- Quality and Impact
- Community Engagement
- Collaborative Work
- Diversity, Equity, and Inclusion
- Teaching and Mentoring
- Entrepreneurship, Entrepreneurial Activity, and Innovation
- Service

## PTK Working Group

- Promotion policies
- Titles and contracts
- Workload

**Provost Dialogues and PTK Working Group will inform faculty evaluation and workload policy revisions.**



# Investing in Staff

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Based on the results of Summer, 2022 pulse survey, idea booths and campus conversations, VP Liasons are taking action:

- **Staff Innovation Awards**
- **Career Pathways Work Group**
- **New and Expanded Supervisor Training**

VPs committed to continuing to make strides in the areas of **work flexibility** and **competitive salaries and benefits**



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# Terrapin Commitment

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Ensure that a University of Maryland education is affordable to all residents of our state.

- Investment that will provide up to **\$20 million annually** for need based financial aid for Maryland students.
- Largest single-year investment in need-based scholarships in our university's history.

Officially launched in January 2023, the program is currently funding **3,200 students** in the Spring 2023 semester.



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# Mental Health

## Joint task force on mental health (21 members)

Co-Chairs: Warren Kelley and Boris Lushniak

### Key updates include:

- Increased student access through remote therapy
- Hiring 10-person initial access team
- Implemented Counseling Center fee to support expanded services
- Hosted Mental Health Awareness Week with 1800 student participants
- Implemented T.E.R.P.S. Suicide Prevention Training



# TerrapinSTRONG

Affirmative set of shared values, actions, identity, and agency that connects all UMD community members

- Includes four modules and an action plan
- New programs include the Gallery of Trailblazers library and Design for Belonging workshops

# 29,755

Total enrollment since 2020





# Salaries and Student Stipends

**13.5%**

Average salary increase for over 8,000 employees since January 1, 2022

**58%**

Increase in minimum graduate student stipends over the last 5 years

**\$15**

Jump in pay for 3,700 hourly student employees effective January 1, 2023



# We Partner to Advance the Public Good

**Our future is tied to and interconnected with our local, state, national, and international partners. We will create and sustain partnerships that allow our research to have impact locally and globally, our education to prepare students for civic engagement and impact, and our service to create solutions for a more equitable, sustainable, and resilient world.**



# Partner for Good Goals

Expand our impact through strategic research partnerships with **local, state, national, and global stakeholders**

Catalyze innovation and entrepreneurship for **inclusive economic development**

Enhance the **economy, educational outcomes, social justice, quality of life, and civic engagement** of our neighbors and neighborhoods through relationship-building and ongoing commitment to partnerships

# We Partner to Advance the Public Good: Our Progress

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- Discovery District
- MPowering Professorship Program
- Partnerships with Prince George's and Baltimore County



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# Discovery District

## 19 Startups

- Growth attributed to startup accelerators
- \$1M in relocation incentives from Discovery Fund

## Headquarters

- MD Small Business Development Center
- Mid-Atlantic Veterans Business Outreach Center

## I-Corps Hub

- \$15M NSF grant for UMD to lead
- 294 participants from 20 universities, including 4 HBCUs

## Aviation Landing

- 1.3M sq ft
- Mixed use: Housing, outdoor space, retail, and commercial research facilities



# MPower Professorship Program

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Collaborative named professorship that supports research on grand challenge issues that require collaboration across UMD and UMB.

- **14** professors, **7** at UMD and **7** at UMB
- UMD: John P. Fisher, Christopher M. Jewell, Cheryl L. Knott, Donald K. Milton, Philip S. Resnik, Joseph Richardson, Amy R. Sapkota



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# Partnerships with Prince George's and Baltimore

## Long-term, strategic partnership with PGCPS:

- President's virtual high school course: Calculus in PGCPS - 103 students
- Learning Recovery Network - 15 schools, 100+ teachers and leaders
- EdD in School Leadership - Eighth cohort

## Enrollment Management:

- Continuing to expand staff
- Enhanced Maryland Ascent Program
- Increased interactions with prospective students



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# Mission-critical and impactful work





A large yellow arrow graphic pointing to the right, positioned on the left side of the slide.

Introducing the

**University of Maryland  
Center for Community  
Engagement**

# Important Steps Leading to this Charge

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**July 2022**

OPEN Proposal submitted by Campus Fabric & Experiential Learning Group recommending a new community engagement center in Academic Affairs



**December 2022**

Partner for Good Subcommittee led by ACE Fellow Julie Coonrod & Partner for Good strategic plan committee analyze infrastructure, consider peers, interview stakeholders, submit reports



**Spring 2023**

President & Provost affirm recommendations, will launch search for Associate Provost & work to establish new Center in Academic Affairs



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# The Center will have Six Functions

**Articulate and Lead  
Strategic Vision for UMD  
Community Engagement**



**Develop and Support  
Partnerships**



**Implement Data Systems,  
Metrics, Tracking and  
Assessment**



**Provide Training and  
Development for  
Students, Faculty & Staff**



**Integrate Community  
Engagement into Reward  
and Recognition Systems**



**Support Communications  
and Collaboration**



# Measuring our Progress, Tracking our Impact



# Fearlessly Forward Metrics

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## Global

*If the entire plan is working in concert, what might we see university-wide?*

## Strategic commitment

*If we are making progress on our strategic commitments, what might we see?*

## Initiative

*What are the outcomes for each specific initiative?*



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# Broad Engagement Across our Campus Community

100+ faculty, students and staff in SP implementation committees, workgroups

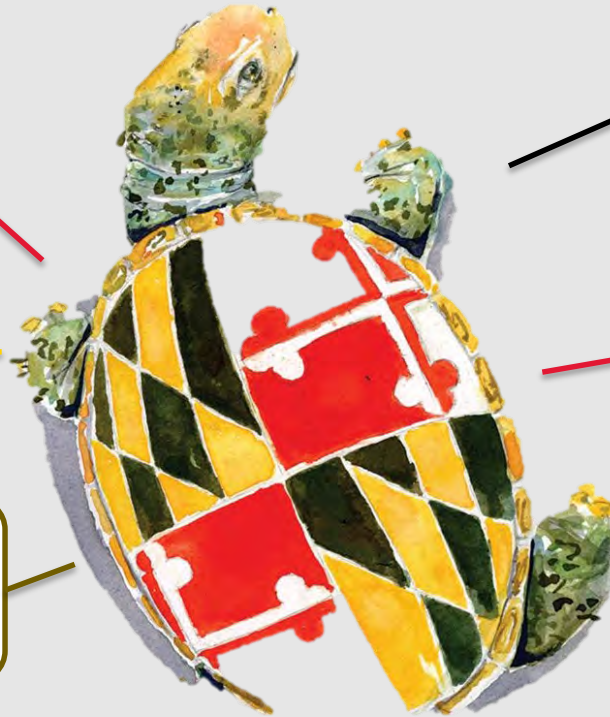
2800+ staff providing feedback on creating stronger and better workplaces at UMD

348 faculty, 34 staff, and 75 students involved in teaching and learning grants

Campus Fabric, Experiential Working Group plan for Center for Community Engagement

50+ peer reviewers of grand challenge grants

21 students, faculty & staff in the Mental Health Taskforce



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# Institutionalizing Fearlessly Forward

Cabinet and Vice President  
Liaisons to each strategic plan  
committee

Provost's Senior Staff

14 deans and senior staff will meet  
this summer to discuss college  
plan alignment with Fearlessly  
Forward

Investments in campus-wide  
offices and programs to support  
this work



A photograph of a university campus during autumn. The scene features a large green lawn, a paved walkway, and several people walking. In the background, there are trees with some autumn-colored leaves and a large brick building with white columns. The sky is clear and blue. The text 'FEARLESSLY FORWARD' is overlaid in a large, bold, white font with a black outline, slanted slightly to the right. The text is split into two lines: 'FEARLESSLY' on the top line and 'FORWARD' on the bottom line.

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