



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

**Jennifer King Rice**  
Senior Vice President & Provost

## Agenda:

- Overview of our progress
- Major areas of impact
- What's on the horizon



An aerial photograph of the University of Maryland campus, showing various brick buildings, green lawns, and trees. The text is overlaid on the image.

What progress have we made to  
move the University of Maryland

***FEARLESSLY  
FORWARD***

# 2022-2024: Two Years of *Fearlessly Forward*

In the Fall of 2022, Provost Rice **charged four strategic commitment implementation committees** with advising her on appropriate targets and metrics to assess progress

**Data collection begins!** Information about the project accomplishments and transformational impact of our initiatives and metrics helps us to assess our aggregate progress in moving *Fearlessly Forward*

We'll **continue to work collaboratively** with our students, faculty, staff, and community partners to move the University of Maryland *Fearlessly Forward*...

**SPRING 2022**

**FALL 2022**

**SPRING 2023**

**FALL 2023**

**SPRING 2024**

***Future...***

Together, we **developed, launched, and now implemented *Fearlessly Forward***. Our strategic plan emerged from widespread Terp engagement in Fall 2021 and, after its launch in February 2022, has become a central and guiding force for all colleges and divisions

In May 2023, the **committees delivered their recommendations** to the President, Provost, and other campus leaders at the *Fearlessly Forward* Assembly. They reviewed the recommendations and applied a layered matrix to ensure coverage across goals, objectives, stakeholders, and other elements of the strategic plan

**It is time to share our success!** Data are currently being reviewed and the strategic plan website ([strategicplan.umd.edu](http://strategicplan.umd.edu)) will be updated to demonstrate our impact, both on our campus and beyond



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# Implementation 2022-2024



## MOVING FEARLESSLY FORWARD

IMPLEMENTING OUR  
STRATEGIC PLAN



IN PURSUIT OF EXCELLENCE AND IMPACT FOR THE PUBLIC GOOD

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**Annual Priority Setting  
and Initiatives**



**Investing in Needed  
Infrastructure and  
Support**



**Community Input  
and Engagement**



**Assessing Our Progress**

Document available:  
[strategicplan.umd.edu/implementation](https://strategicplan.umd.edu/implementation)



# Fearlessly Forward Implementation At a Glance

**ALL**

**Divisions & Colleges  
Engaged in  
Implementation and  
Data Collection**

**28**

**Fearlessly Forward  
Signature  
Initiatives**

**76**

**Strategic Commitment  
Implementation  
Committee  
Members**



# Our Strategic Commitments & Initiatives

# WE REIMAGINE LEARNING

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

- Teaching Innovation Grants
- Learning Environment Modernization
- DEI Learning Outcomes
  - General Education Diversity Requirements
  - Office of Undergraduate Research
  - Arts for All
  - Living-Learning Programs



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# Teaching Innovation Grants

Round Two  
Announced  
9/7/23

## 2022: Active & Experiential Learning

 **\$2.7M**  
Invested in 115 projects and 140+ courses

## 2023: Intersection of Education & Technology

 **\$1.3M**  
Invested in 24 projects and 70+ courses

## Combined investment in innovative projects

 **\$4M**  
Invested in

 **139** **210+**  
Projects Courses

 **ALL**  
Schools & Colleges represented  
Strategic Commitments advanced



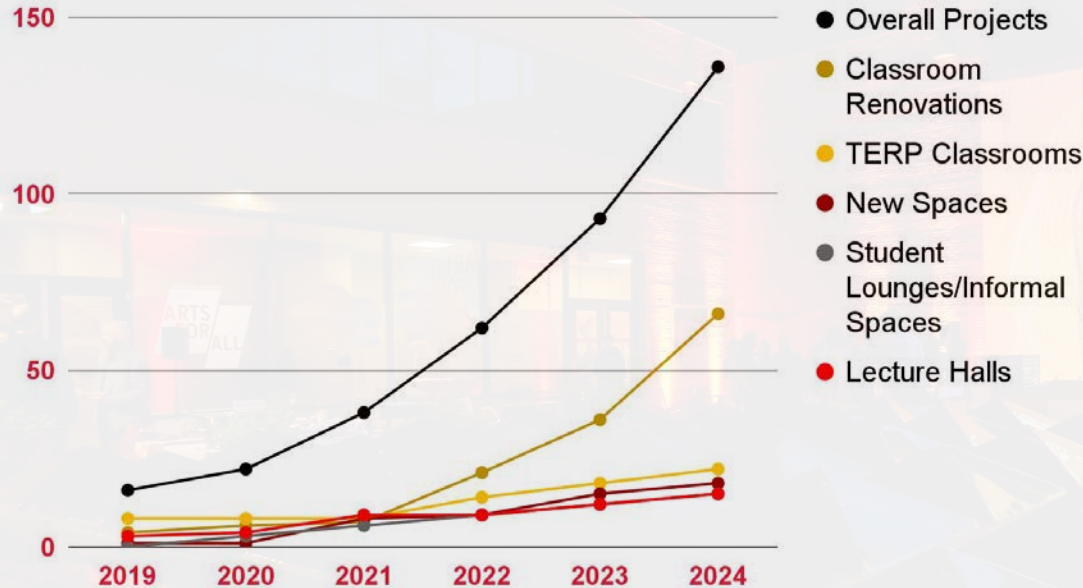
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# Learning Environment Modernization

Launched  
2022

### Total Learning Environments Modernized



**\$11.3M**

Total Investment 2022-2024

**98**

Total Projects 2022-2024

(compared to 38 total projects 2019-2021)

**99%**

General purpose classroom spaces meet section 503 accessibility requirements

# DEI Learning Outcomes

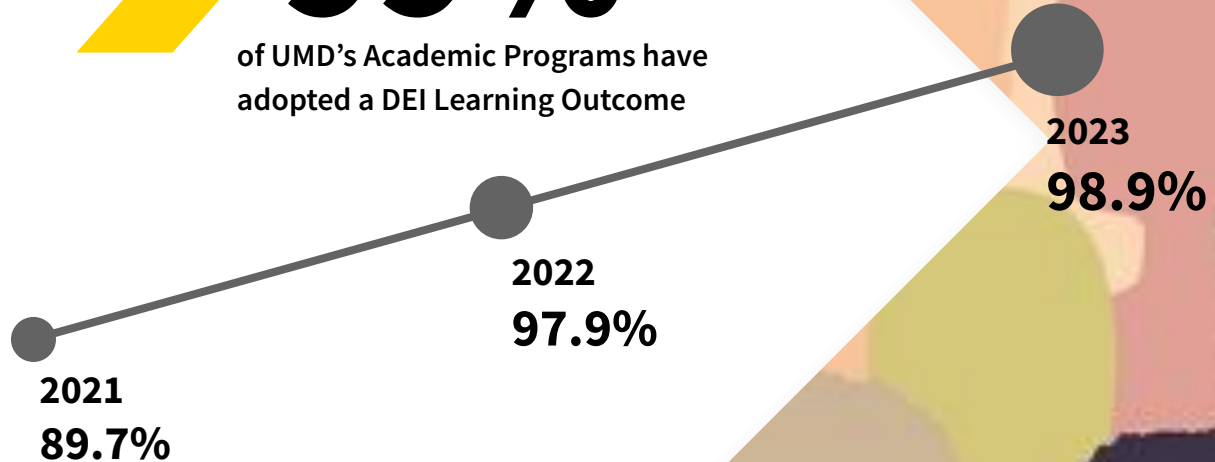
An underlying rationale for this campus-wide initiative is that UMD has a responsibility to prepare students for a changing, globally interconnected world...

As a first step, all undergraduate degree programs were invited to generate and submit discipline-specific DEI learning outcomes

Nearly all degree programs submitted DEI outcomes

 ~99%

of UMD's Academic Programs have adopted a DEI Learning Outcome



# Learning We've Reimagined



College Park Scholars announced the addition of two **living-learning experiences** in Fall 2024, including the debut of the Data Justice program, and the relaunch of the CIVICUS program as Civic Engagement for Social Good.

01/29/2024



**Arts for All**, along with the School of Music, The Clarice and the Jerusalem Youth Chorus, organized “Music and Community in Response to War,” featuring performances by student ensembles and faculty members to bring the community together.

11/06/2023





# ***WE TAKE ON HUMANITY'S GRAND CHALLENGES***

**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

- Grand Challenge Grants
- Climate Action Plan
  - PROGRESS and 120 Initiative on Gun Violence Prevention
  - The 1856 Project
  - The Capital of Quantum



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Announced  
4/21/22

# Grand Challenge Grants Program Impact

**50** Total Grants  
Awarded

**\$30M**  
UNIVERSITY INVESTMENT

Early results in year one include:

**9,000+** Individuals engaged

**200+** Partnerships established  
or expanded

**80%** Projects have provided experiential  
learning experiences

**\$11M+** In external funding received





# External Funding Exemplars



**\$956K**

**Maryland Initiative  
for Literacy and Equity**

Grand Challenges Institutional Grant Winner

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**Maryland State  
Department of  
Education (MSDE)**

For a statewide  
literacy review



**\$1.3M**

**Maryland Democracy Initiative**

Grand Challenges Impact Award Winner

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**Department of  
Education**

For their project  
Digital Civic  
Inquiry (DCI)



**\$900K**

**VAolin**

Grand Challenges Team Project Grant Winner

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**NSF**  
For AI in string  
instrumental  
education



**\$4.6M**

**Maryland Initiative for  
Digital Accessibility**

Grand Challenges Impact Award Winner

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**National Institute on Disability,  
Independent Living, and  
Rehabilitation Research  
(NIDILRR)**

For a 5-year Rehabilitation  
Engineering Research Center  
(RERC) grant



**\$1.1M**

**Microbiome Sciences**

Grand Challenges Impact Award Winner

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**NASA**

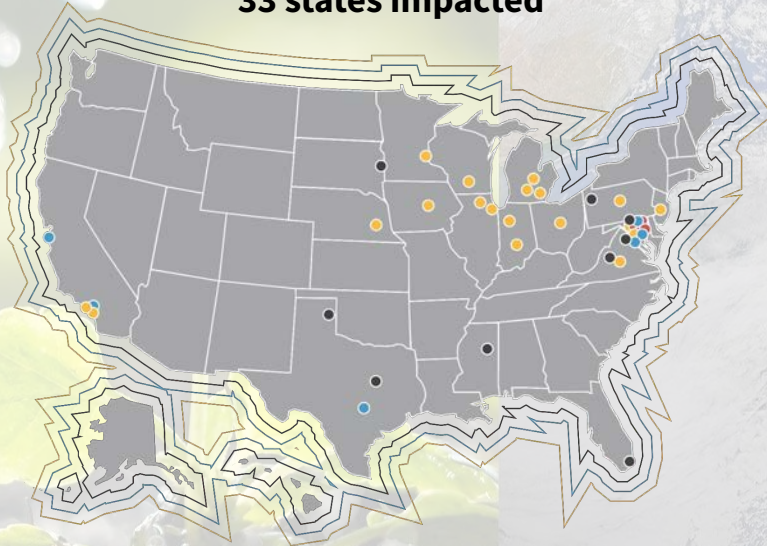
For a project linking agricultural  
soil microbiomes to space-  
based nitrogen detection



# National and International Impact



33 states impacted



117 countries impacted



Dots represent centers of activity



Institutional Grant



Impact Award



Team Project Award



Individual Project Award

Interactive maps are available at: <https://research.umd.edu/gcmaps>



# Climate Action Plan

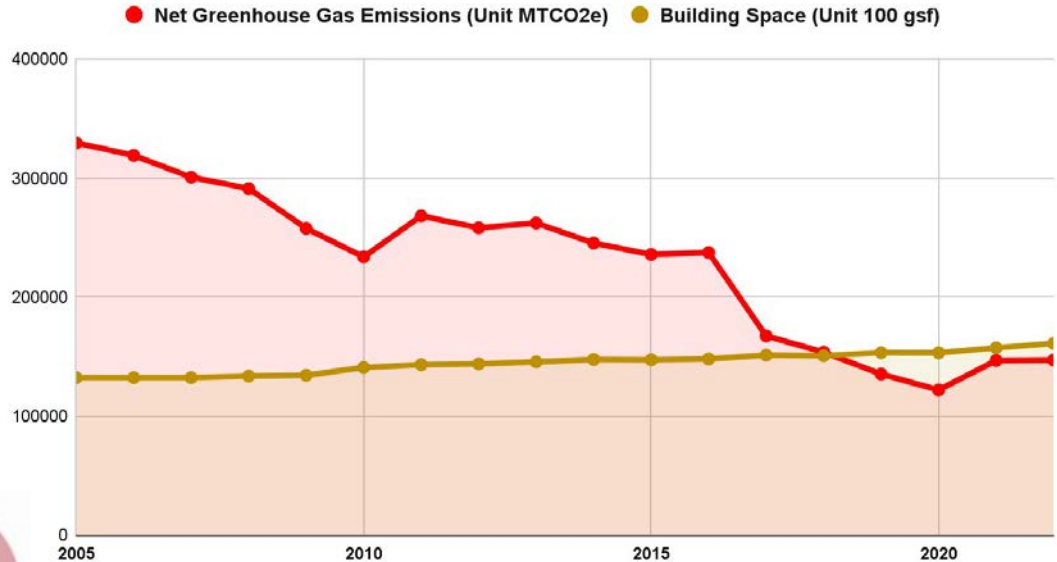
We are on track to be  
carbon neutral  
in 2025!

Accelerated  
4/22/21

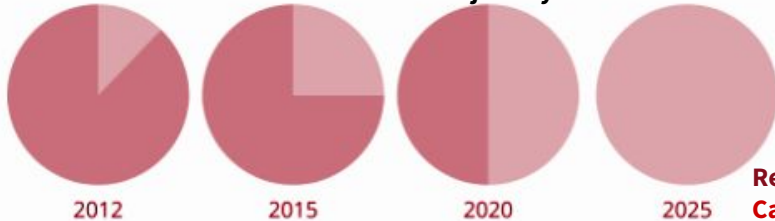
## EXAMPLES OF PROGRESS

- Reducing its net greenhouse gas emissions **54%** from 2005 to 2022 despite campus growth
- Procuring **100%** of its purchased electricity from renewable sources since 2020, accounting for **63%** of our total demand
- Creating a **Sustainability Studies Minor** - one of the most popular minors at UMD
- **\$39.9M** federal funds awarded to support **Zero-Emissions Vehicle (ZEV)** fleet by 2035

### Net Greenhouse Gas Emissions



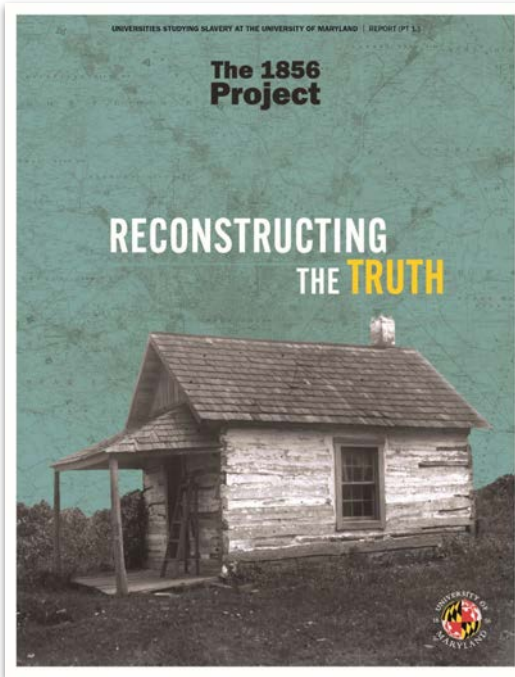
### Planned Emissions Trajectory



Remaining Emissions  
Carbon Reduction Target

Learn more at:  
[sustainingprogress.umd.edu/  
measuring-progress](https://sustainingprogress.umd.edu/measuring-progress)

# Grand Challenges We're Taking On



**The 1856 Project** released its annual research update exploring the university's history and intersections with slavery.  
02/07/2024

UMD launched the new **PROGRESS** initiative to study gun violence, offer educational programming across the state on gun safety and issue policy recommendations on reducing shootings.  
11/08/2023



The university celebrated the grand opening of the **National Quantum Laboratory (QLab)**, a groundbreaking quantum research center developed in partnership with College Park-based IonQ, a leader in the quantum computing industry.  
09/19/2023



# ***WE INVEST IN PEOPLE AND COMMUNITIES***

**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**

# We Invest in People and Communities

## Investments to support students:

- Terrapin Commitment
- Supporting graduate students
  - 5 New Cultural Centers

## Investments to support staff:

- Inaugural MVP Impact and Terrapin Innovation Awards
  - Pilot Excellence in Supervision Training
  - Family Care Benefits

## Investments to support faculty:

- Faculty Supports, Evaluations, and Rewards
- FAMILE program

## Investments to support all Terps:

- Mental health task force
- Salary and wage increases
  - TerrapinSTRONG



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# Investing in Undergraduate Students: Terrapin Commitment's Impact To-Date

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Total # of Low Income  
Students Served



TC Funds Granted



Avg TC Funds Granted

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\$6,622

Average low income students  
unmet need **before** TC\*

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\$3,059

Average low income students  
unmet need **after** TC\*\*



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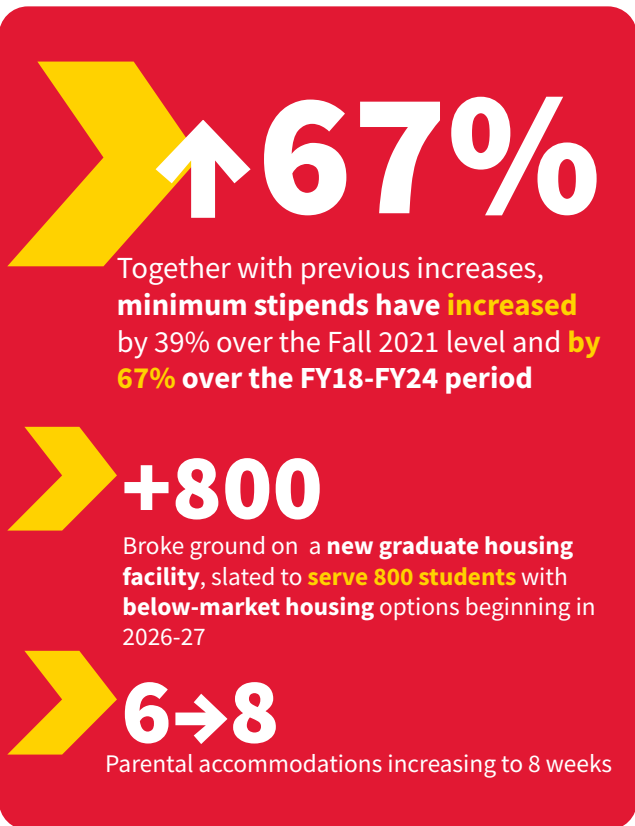
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\* FY22 Pell eligible in-state students unmet need after subsidized loan

\*\* FY24 Pell eligible in-state students unmet need after subsidized loan

# Investing in Graduate Students

Announced  
2/13/23



**↑ 67%**  
Together with previous increases, **minimum stipends have increased** by 39% over the Fall 2021 level and **by 67% over the FY18-FY24 period**

**+800**  
Broke ground on a **new graduate housing facility**, slated to **serve 800 students** with **below-market housing** options beginning in 2026-27

**6→8**  
Parental accommodations increasing to 8 weeks

## Some other investments:

- Holistic admissions
- Data dashboards
- Awarded fellowships
- Grad policy chatbot
- Mentor training
- Professional development

## More investments ahead:

- Mentoring expectations
- Mental health
- Disability groups
- GA appointment length
- Career development
- Communication

*(Based on Grad Forum Feedback)*





# Investing in Faculty

## EXCELLENCE

71

UMD faculty/emeriti are fellows/ members of National/American Academies (as of 12/31/2023)

52 500+

Fulbright scholars who are members of our faculty

Terps who have earned Fulbright awards since its inception

## DIVERSITY

\$40M+

Investment over 10 years via **FAMILE Initiative** to increase TTK faculty diversity

32.9%

TTK new hires from underrepresented groups, **compared to 13.8% in 2021**

## RETENTION

96.4%

TTK

94.1%

PTK

Faculty the university retains year over year (Fall 2022-Fall 2023)



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### SOME OTHER KEY INVESTMENTS

APT Revisions  
Fearless Unit Leadership Program  
Professional Development

# Investing in Staff

## EXCELLENCE

26

UMD staff who were awarded at the inaugural MVP Impact and Terrapin Innovation Awards

171

Nominations

5

Divisions



## COMPENSATION

\$165M

Invested in salary increases over the past three fiscal years

19.4%

Cumulative compounded salary increases (Fiscal years 2022 - 2024)

## RETENTION

90%

UMD retained almost 90% of Staff (YoY)

+10%

This rate is 10% above the national average in Higher Education

### SOME OTHER KEY INVESTMENTS

Excellence in Supervision Training  
Employees Family Care Benefits

# Investing in All Terps: Mental Health

## Key updates:

- The Mental Health Taskforce has delivered their report to campus leadership, charged 9/26/23
- Embedded counselor pilot

## Other updates:

- Increased student access through remote therapy
- Implemented Counseling Center fee to support expanded services
- Implemented T.E.R.P.S. Suicide Prevention Training
- A collaboration between the Counseling Center and UMPD has created the Mental Health Emergency Assessment and Response Team (MHEART)

Announced  
**July**  
**2020**



**OUR JOURNEY  
TOWARD A  
HEALTHIER  
CAMPUS  
COMMUNITY**

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

# **WE PARTNER TO ADVANCE THE PUBLIC GOOD**

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

## ➤ Do Good Campus

- Discovery District
- Center for Community Engagement
- MPOWER Professorship Program
- Strengthening Our P-20 Ecosystem



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# Do Good Campus



# 18

Members of UMD's first Do Good Strategic Leadership Council

# \$110K

Invested in Do Good Innovators

# \$460K

Seed funding awarded to Do Good Campus Fund Projects  
*Announcement coming soon!*

Announced  
9/26/23

## OUR VISION

To empower students, faculty and staff to apply their passions and ideas to make a social impact and **change the world for good**



# Our Impact on the State

**\$3.7B**

Economic impact on the State of Maryland

**↑17%**

vs. \$3.16B in 2021

**60+ | 6,700+**

Companies and people employed in the Discovery District

**25,956**

Total in-state students enrolled in Fall 2023 (UG & Grad)

**36k+**

Total Maryland Employment Impact

**\$2.6B**

Economic activity in Prince George's County

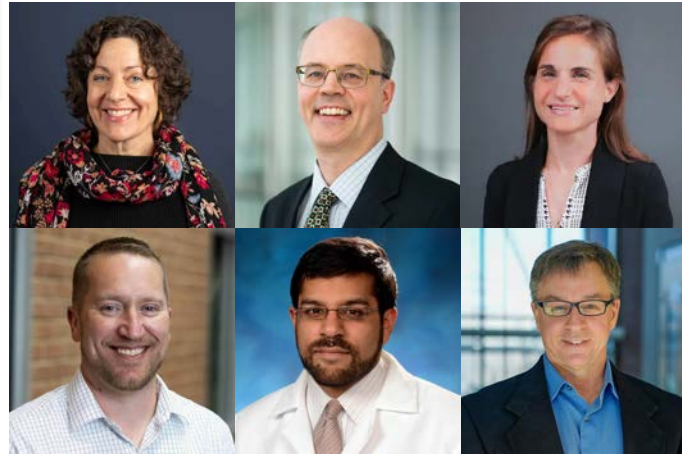


# Institutional Partnerships to Advance the Public Good



We signed a three-year renewal of the **PGCPS-UMD Improvement Science Collaborative**, which has been held up as a national model of an outstanding school-university partnership, dedicated to improving schools, supporting teachers, advancing equity and bridging the divide between research and practice.  
*05/03/2023*

We named our inaugural **associate provost for community engagement** to oversee the coordination of campuswide community engagement efforts—elevating existing partnerships and creating new programs and initiatives.  
*02/08/2024*



The University of Maryland Strategic Partnership: **MPowering the State** appointed six new **MPower Professors**. The **MPower Professorship** recognizes, incentivizes and fosters collaborations between faculty who are working together on the most pressing issues of our time  
*11/16/2023*





**#11**

Public University  
for R&D Spending  
Combined with  
UMB  
NSF HERD

**91**

Patent  
Applications  
Filed

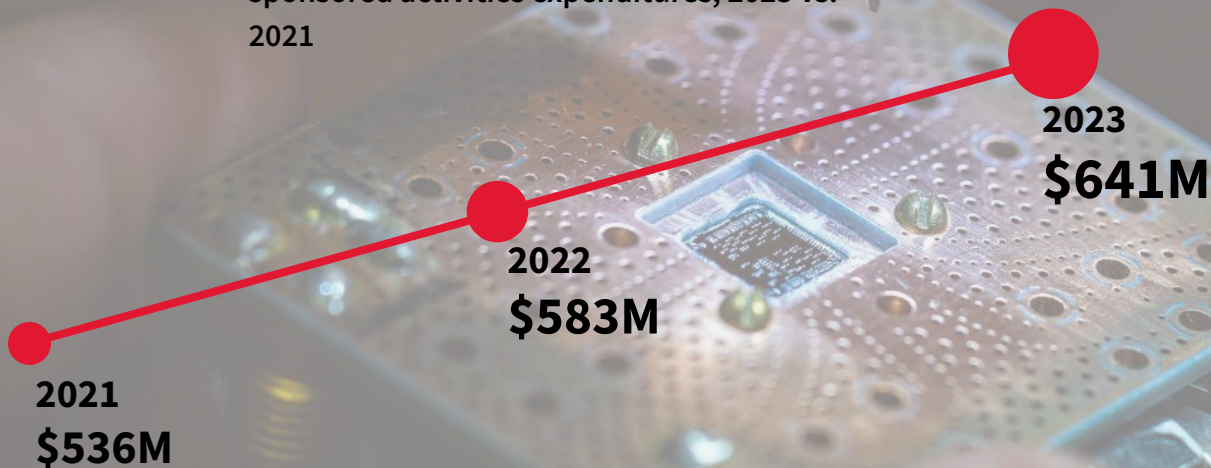
**50**

Patents  
Issued

# Our Research Enterprise

**➔ +\$105M**

increase in UMD research and other  
sponsored activities expenditures, 2023 vs.  
2021



# Excellence in Academia and the Terrapin Experience

**#46**  
**Overall  
National  
Universities**  
*U.S. News*

**#19**  
**Top Public  
Schools National  
Universities**  
*U.S. News*

**#8**  
**Learning  
Communities**  
*U.S. News*

**#29**  
**Top Degree  
Producer for  
Bachelor's  
Degrees**  
*Diverse Issues in  
Higher Ed*

**#1**  
**Best Colleges for  
LGBTQ+ students**  
*Campus Pride Index*

**#26**  
**Best College for  
Veterans**  
*U.S. News*

**#13**  
**Public colleges  
with the best  
6-Year Pell  
grad rates**  
*Chronicle Almanac*

**5-Star**  
**America's Greatest  
Workplaces for  
Diversity**  
*Newsweek*

**#5**  
**Undergraduate  
Entrepreneurship**  
*The Princeton Review and  
Entrepreneur Magazine*

An aerial photograph of the University of Maryland campus, showing various brick buildings, green lawns, and trees. The sky is clear and blue. The text is overlaid on the image.

What's on the horizon to move  
the University of Maryland

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# Looking Forward



**Public Art Working Group, Develop new interdisciplinary initiatives that build on our strengths to address major challenges**



**Student success, Learning analytics, Teaching Innovation Grants**



**Mental health, Investing in graduate students, Strategic enrollment and support for low-income students, Faculty policies, Supervisor training**



**Center for Community Engagement, Do Good Campus**



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Coming in  
May 2024

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IN PURSUIT OF EXCELLENCE  
AND IMPACT FOR THE  
PUBLIC GOOD

—  
THE UNIVERSITY OF MARYLAND  
STRATEGIC PLAN



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